Ministry of Justice

Annual Report for 2016-17

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Government of Saskatchewan

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Letters of Transmittal

The Honourable Gordon S. Wyant, Q.C., Minister of Justice and Attorney General

Her Honour, the Honourable Vaughn Solomon Schofield, Lieutenant Governor of Saskatchewan

May it Please Your Honour:

In 2016-17, the Ministry made significant progress in its ongoing work to ensure Saskatchewan's communities are safe, enhance access to justice across the province, and improve the services it provides to the public.

This year, the Ministry of Justice headed the creation of Saskatchewan's first Domestic Violence Death Review Panel. We recognize that Saskatchewan has an unacceptable level of domestic violence, and see this as a significant first step to creating better informed, more effective responses to domestic violence in the future.

The Ministry also fulfilled its ongoing commitment to provide funding to municipalities for 125 municipal police positions and policing initiatives in communities across Saskatchewan. This funding supports programs such as the Internet Child Exploitation unit, the Combined Forces Special Enforcement Unit, the Saskatoon Police and Crisis Team, and others.

I am proud that the Family Matters program, which helps minimize the effect of separation and divorce on family members, was made available to all Saskatchewan families in 2016-17. The Ministry is very proud of this program and believes in its ability to provide high-quality information and cost-effective assistance to Saskatchewan families going through difficult circumstances.

In summer 2016, we made significant amendments to Saskatchewan's freedom of information and protection of privacy legislation in our ongoing effort to improve access to information. These amendments strengthen our existing freedom of information and protection of privacy legislation and extend it to include MLA and Cabinet Minister's Offices, and Saskatchewan police services.

Finally, the Ministry's new online sign-up for the Commissioner for Oath and Notary Public program, implemented in September 2016, was the first system to be provided as part of the Citizen One service offered through Saskatchewan.ca. An online fine payment system followed in February 2017. Both of these systems represent greatly enhanced service to the public, and are currently serving as the basis for other modernization efforts across government.

I respectfully submit the Annual Report of the Ministry of Justice for the fiscal year ending March 31, 2017.

Gordon S. Wyant, Q.C.,
Minister of Justice and Attorney General

J. Glen Gardner, Q.C.
Deputy Minister of Justice
and Deputy Attorney General

The Honourable Gordon S. Wyant, Q.C., Minister of Justice and Attorney General

Dear Sir:

This past year has seen the Ministry of Justice make significant progress in the justice system that will improve the well-being of the province.

The Ministry undertook a significant internal restructuring in 2016-17 to ensure we use our resources in a way that supports innovation in the justice system. As a result, we are able to respond to upcoming challenges and opportunities in the Justice system with increased flexibility and cooperation.

As part of our ongoing efforts to improve the criminal justice system and respond to the *Jordan* decision, we initiated projects across the system to address time to trial and strategic use of remand. The implementation of the new Criminal Justice Information Management System (CJIMS) will provide the data necessary to make significant targeted reforms to improve our effectiveness. We also continued to advance our work identifying potential dangerous and long-term offenders to improve public safety.

Access to Justice continues to be a major focus of the Ministry's Innovation Agenda. Small Claims Court limits were increased from $20,000 to $30,000, and a task team was appointed to examine the potential for allowing non-lawyers to provide some legal services in Saskatchewan.

The Ministry also had a strong focus on victims this year. The Saskatchewan Domestic Violence Death Review was implemented and will release its final report in Fall 2017. Amendments to *The Victims of Interpersonal Violence Act* allow for victims of interpersonal violence to end a fixed-term tenancy without penalty in high-risk situations. And a new victim services responder position was created in the Saskatchewan Centre for Children's Justice.

The Ministry has continued to modernize the court system through the expansion of video installations in court services facilities, allowing for more video appearances across the province and reducing costs and safety concerns inherent in transporting prisoners.

As Deputy Minister of Justice and Deputy Attorney General, I acknowledge the responsibility of my office for the accuracy, completeness and reliability of the information contained in the Ministry of Justice Annual Report for 2016-17.

The Ministry has taken every step to ensure accountable and transparent governance practices in compiling and relaying information contained in this report. I have the honour of submitting the Annual Report of the Ministry of Justice for the fiscal year ending March 31, 2017.

J. Glen Gardner, Q.C.
Deputy Minister of Justice and Deputy Attorney General

Dale R. McFee
Deputy Minister of
Corrections and Policing

The Honourable Gordon S. Wyant, Q.C., Minister of Justice and Attorney General

Dear Sir:

As Deputy Minister of Corrections and Policing, I acknowledge the responsibility of my office for the accuracy and reliability of information that is contained in the Ministry of Justice Annual Report for 2016-17.

In recognition of its accountability to the Legislature and to the people of Saskatchewan for the information contained in this report, the Ministry has taken every step to ensure good governance practices in producing said report.

Corrections and Policing continued its focus on strengthening alignment with other ministries as well as community partners to increase safety and well-being in Saskatchewan communities.

One of the goals this last year, and of the upcoming year, is to look for innovative ways in which we can divert or intervene earlier in the lives of those in need of our services. The Ministry of Justice and the justice system is uniquely positioned at the back-end of the human service delivery system – we have the ability to see where there is opportunity for early intervention and to work with our human service partners on innovative solutions and evidence-based models that meet client need upstream.

Solutions need to be grounded in the following four foundational principles: 1. Strategic partnerships, 2. Data driven, 3. Local solutions, and 4. Outcomes driven – with a focus on collective outcomes. Within this foundation, we continue to advance the use of data and analytics to shape service delivery.

There are many dedicated people working within the Ministry of Justice to improve the lives of our citizens. These professionals are our most valuable asset and we will rely on their innovation and commitment to deliver the best services for citizens.

It is a privilege to work with so many great people in the Ministry and to be able to submit this report on their behalf. This report is for the Ministry of Justice for the fiscal year ending March 31, 2017.

Dale R. McFee
Deputy Minister of Corrections and Policing

Introduction

The 2016-17 Annual Report presents the Ministry of Justice's results for the fiscal year ending March 31, 2017. It provides results of publicly committed strategies, key actions and performance measures identified in the Ministry of Justice Plan for 2016-17. It also reflects progress toward commitments from the Government Direction for 2016-17, the ***Saskatchewan Plan for Growth – Vision 2020 and Beyond***, throne speeches and other commitments and activities of the Ministry.

This Annual Report demonstrates the Ministry's commitment to effective public performance reporting, transparency and accountability to the public.

Alignment with Government's Direction

The Ministry's activities in 2016-17 align with Government's vision and four goals:

Saskatchewan's Vision

"... to be the best place in Canada – to live, to work, to start a business, to get an education, to raise a family and to build a life."

- **Sustaining growth and opportunities for Saskatchewan people**
- **Meeting the challenges of growth**
- **Securing a better quality of life for all Saskatchewan people**
- **Delivering responsive and responsible government**

Together, all ministries and agencies support the achievement of the Government's four goals and work towards a secure and prosperous Saskatchewan.

Ministry Overview

Mandate Statement

The Ministry of Justice provides a fair justice system that upholds the law and protects the rights of all individuals in Saskatchewan; promotes safe and secure communities; provides supervision and rehabilitation services for adult and young offenders; and provides legal and justice policy advice to the Government.

Mission Statement

All Saskatchewan citizens will benefit from:

- effective policing and crime prevention initiatives;
- a balanced and efficient prosecution service;
- effective administration services to support Saskatchewan's courts;
- support and assistance to victims of crime and other individuals in vulnerable circumstances;
- accessible and timely resolution of civil, family, criminal and administrative matters;
- offender management that promotes public safety and rehabilitation;
- strategies that reflect the cultural and demographic realities of the province;
- effective legal and strategic advice and services to government; and
- a framework for commercial transactions that supports business and protects the public.

TThe 2016-17 Full-time Equivalent (FTE) budget was 2,906.8 FTEs, with actual FTE utilization of 3,256.21 (349.4 FTEs over budget). The variance of 349.4 FTEs was primarily due to pressures in custody facilities, courts, prosecutions, and the need for additional staff to implement new IT systems. For more information on this, please refer to the Financial Overview.

The Ministry's divisions and branches underwent significant reorganization near the end of the 2016-17 fiscal year. To maintain consistency with the 2016-17 Operational Plan and financials, this Annual Report will reflect the organizational structure as it was during the majority of the 2016-17 fiscal year. To see the current organizational structure, please see the organizational chart in Appendix A.

Civil Law Division

The Civil Law Division provides legal services to ministries, agencies, boards and commissions of the Government of Saskatchewan. The Division conducts litigation for the Government, appears on behalf of the Government before administrative tribunals and provides legal advice and other legal services to the Government.

Community Justice Division

The Community Justice Division provides programs and services that respond to the needs of individuals and communities for increased safety and involvement in the provision of justice services. It supports the development of community-based services, offers alternative measures and crime prevention programs, coordinates Aboriginal and northern justice initiatives, funds community programs that address interpersonal violence and abuse, provides for coroner investigations, and offers programs to assist victims of crime.

Community Safety Outcomes and Corporate Supports Division

The Community Safety Outcomes and Corporate Supports Division addresses longstanding challenges and root causes of crime. By dedicating time and resources to the evidence that will lead to community safety solutions and allowing the operational divisions to focus on core business, this Division operates with the goal of making systemic changes within government and society that will lead to lasting positive outcomes in terms of public safety, government finances and client satisfaction.

Courts and Tribunals Division

The Courts and Tribunals Division is responsible for Court Services, Court Security, Fine Collection, Enforcement of Money Judgment, the Office of Residential Tenancies, the Automobile Injury Appeal Commission and the Highway Traffic Board. The Division provides for the delivery of all court administration services for the Saskatchewan Court of Appeal, Court of Queen's Bench, Provincial Court, Small Claims Court, Traffic Safety Court and the Office of the Supervising Justice of the Peace.

Courts and Tribunals also acts as the agent for the Attorney General in matters relating to adult court-appointed counsel such as responding to applications for court-appointed counsel, arranging for counsel to act for the accused and negotiating the payment for legal services provided to the accused. It also supports the Public Complaints Commission and is responsible for the administration of the Commissioner for Oaths and Notary Public.

Custody, Supervision and Rehabilitation Services Division

The Custody, Supervision and Rehabilitation Services Division administers the *Youth Criminal Justice Act*, which deals with youth ages 12 to 17 who break federal laws, and *The Correctional Services Act*, which applies to all adult offenders that fall under provincial jurisdiction. The Division provides for varying levels of offender care, control and supervision, and designs and provides programs aimed at reducing reoffending and improving the ability of offenders to reintegrate into their communities.

Innovation Division

The Innovation Division provides support and coordination of justice reform and innovative initiatives across the Ministry and works with a range of justice system partners. These initiatives serve to address access to justice concerns and provide better service to citizens relying on the justice system. There is also a focus of putting Saskatchewan citizens first by providing quality justice services that are understandable, timely and affordable.

Innovation also provides oversight and support to the Innovation and Strategic Initiatives Branch, the Dispute Resolution Office, Family Justice Services, the Maintenance Enforcement Office, Public Guardian and Trustee and the Access and Privacy Branch. Innovation also serves as the Ministry liaison to the Saskatchewan Human Rights Commission and Saskatchewan Legal Aid.

Policing and Community Safety Division

The Policing and Community Safety Division is mandated to help keep communities safe and maintain public order and safety in Saskatchewan by ensuring that effective policing and private security programs uphold the rule of law and protect the rights of individuals.

The Policing and Community Safety Division is responsible for: oversight of municipal policing through the Saskatchewan Police Commission, the Saskatchewan Police College, Aboriginal policing, and the Vehicle Impoundment Against Sexual Exploitation (VISE) Program; providing municipal police grant funding for 125 police officers employed in municipalities and dedicated to specific focused community safety initiatives such as Internet Child Exploitation (ICE), Combined Forces Special Enforcement Unit (CFSEU), Police and Crisis Team (PACT), and Combined Traffic Services Saskatchewan (CTSS); providing funding for provincial policing services under contract with the RCMP; regulating the private security industry; coordinating the Public Disclosure Committee; enforcing *The Safer Communities and Neighborhoods Act, The Seizure of Criminal Property Act, The Criminal Enterprise Suppression Act*, and *The Witness Protection Act*; liaising with the National Crime Prevention Centre; and Security Intelligence and Investigations units.

Public Law Division

The Public Law Division provides legal services to the Government. These services include advice with respect to Aboriginal law, trade law, constitutional law and the legal, policy, and technical aspects of legislation. This Division publishes and distributes legislation, regulations, and other government publications through the Queen's Printer. The Office of Public Registry Administration also operates out of the Public Law Division.

The Division also provides support to independent boards and commissions, including the Financial and Consumer Affairs Authority, the Credit Union Deposit Guarantee Corporation, and the Film Classification Board.

Public Prosecutions Division

The Public Prosecutions Division represents the interests of the general public in the criminal justice system. It provides legal advice to government and law enforcement agencies. Prosecutors assess investigation results provided by law enforcement agencies and determine whether the available evidence meets the standard for prosecution. The Division also plays a large role in training law enforcement officials.

Support Branches

A number of branches within the Ministry of Justice provide support functions to various areas of the Ministry. These areas include: the Communications Branch, Corporate Affairs, the Corporate Services Branch, Research and Evidence-based Excellence, and Strategic Systems and Innovation.

Key Partners

To achieve its major commitments, the Ministry needs the participation of key partners.

These include:

- community-based organizations;
- regional health authorities;
- police services;
- the RCMP;
- the judiciary;
- the private bar;
- the defence bar (e.g., Legal Aid);
- probation services;
- youth restitution, education, employment and reintegration programs;
- business and consumer organizations;
- First Nations and tribal councils; and
- Métis organizations.

Collaboration with the federal government is also essential, particularly with respect to criminal justice and sentencing reform, matters concerning First Nations peoples, and cost-sharing and contribution agreements.

The Ministry's relationship with other justice partners, human service ministries and other boards and agencies is also crucial in developing a collaborative approach to dealing with crime, its underlying causes and the justice needs of individuals.

Progress in 2016-17

Government Goals

Sustaining growth and opportunities for Saskatchewan people

Meeting the challenges of growth

Securing a better quality of life for all Saskatchewan people

Delivering responsive and responsible government

Ministry Goal

A framework for commercial transactions that supports business and protects the public

Strategy

Foster and protect the Saskatchewan economy and its prosperity

Key Actions and Results

- As part of its new tax revenue system, the Ministry continued to work with the Ministry of Finance on the adoption and integration of the Common Business Identifier (CBI) for businesses to simplify their interactions with government. This work included developing a plan to adopt the CBI as a standard part of all new Ministry IT systems and projects that interact with businesses.
- Eight sets of regulations were amended in July 2016 to support the successful implementation of the new electronic Corporate Registry system operated by Information Services Corporation (ISC). The main benefit of the new Corporate Registry system is that it allows users to enter information directly into forms online instead of using paper. Based on feedback received by the Office of the Public Registry, stakeholders including lawyers and the public are pleased with the improved service and accuracy resulting from the new system.
- The Ministry continued work on draft Regulations for *The Insurance Act*. The Act and Regulations will address emerging insurance industry issues, modernize the Saskatchewan insurance industry, and increase harmonization with regulatory frameworks in place in other Canadian jurisdictions. The Act and Regulations are expected to be finalized in summer 2017 and passed in 2018.
- The Financial and Consumer Affairs Authority (FCAA) worked on behalf of Saskatchewan with British Columbia, Ontario, New Brunswick, Prince Edward Island, Yukon and the federal government to support the development of the Cooperative Capital Markets Regulatory Authority (CMRA), which is scheduled to begin operations in 2018. Over 2016-17 the CMRA selected a board of directors and hired a Chief Regulator and other CMRA administrative staff.
- The Ministry implemented legislation and regulations to authorize provincial regulation of Credit Union Central of Saskatchewan (also known as SaskCentral). *The Credit Union Central of Saskatchewan Act, 2016* was proclaimed in early 2017. The new Act was required for the Province to assume regulatory oversight of the Credit Union Central of Saskatchewan after the federal government ceased regulation of credit union centrals. The new regulatory framework ensures the soundness and stability of the Saskatchewan credit union system, better protecting credit union members' deposits.
- The Saskatchewan Superintendent of Insurance signed a Memorandum of Understanding (MOU) and Protocol on Cooperation and Exchange of Information with other provincial insurance regulators. This MOU is a piece of the co-operative market conduct supervisory framework being developed by the Canadian Council of Insurance Regulators to ensure Canada meets the requirements of the International Association of Insurance Supervisors' Insurance Core Principles. This framework oversees how insurance providers conduct their business to ensure that consumers are treated fairly.

Government Goals

Sustaining growth and opportunities for Saskatchewan people

Meeting the challenges of growth

Securing a better quality of life for all Saskatchewan people

Delivering responsive and responsible government

Ministry Goal

Safe and secure communities

Strategy

Promote effective policing and crime prevention initiatives

Key Actions and Results

- Saskatchewan's Hubs are a key program that provides immediate intervention and short-term solutions to at-risk families and individuals. Hubs are networks of frontline workers from human services agencies that provide support to their communities. The Ministry provided three provincial training and networking opportunities for Hub leadership in 2016-17. As well, First Nations communities of Muskoday and Ochapowace developed their own Intervention Circles based on Hub methods.
- The Ministry provides funding and organizational support to Saskatchewan's Centre of Responsibility (COR). The COR is a team of dedicated human service professionals that work together to develop long-term solutions to crime reduction and victimization. Over the past year the Ministry has focused on re-organizing the steering committee of the COR in Prince Albert to ensure effective support of the Community Hub. Ministry officials participated in meetings with the committee and the Executive Director and reviewed outcomes of COR projects from a variety of Saskatchewan communities.
- The Ministry continued to lead the Province's response to radicalization in partnership with the RCMP, municipal police services, mental health professionals, and ethnic and religious communities. Ministry officials participated in the Federal-Provincial-Territorial Working Group on Public Safety, learning from the experiences in other provinces about risk mitigation tools that Saskatchewan could adapt to appropriate situations. The Ministry supports the Regina Human Service Partnership in their implementation of the Community Violence Threat Risk Assessment & Support Protocol tool.
- Ministry officials continued to contribute to the activities of the Federal-Provincial-Territorial Working Group on Public Safety by sharing information with other provinces and territories about risk mitigation tools to address low-risk situations and prevent them from escalating. Working together and using existing resources like the Hubs in communities around the province allows community members and Ministry staff to identify and address possible cases of low-risk radicalization.
- As part of its response to organized crime the Ministry has been working to deal with the increasing presence of gangs in correctional centres as part of a holistic community-based strategy.
- The Ministry continued to focus on crime prevention in the northeast region of the province through the Northeast Initiative (NEI). The NEI is an expansion of a Serious Violent Offender Response (SVOR) program that works in collaboration across ministries, police services, human service sectors, and First Nations and Métis communities to deliver programs that will reduce chronic and serious violent offending for youth and adults. This includes a partnership between police officers, probation officers and prosecutors in the Northeast Serious Violent Offenders program. This program uses supervision and interventions for high-risk violent offenders in the communities of Pelican Narrows, Sandy Bay, and Deschambault Lake. A steering committee was formed in January 2017 to develop the terms of reference and manage program implementation. The Ministry started training probations staff with a session in March 2017. Further training for RCMP, probation officers and National Crime Prevention Centre staff will continue in 2017.
- The Ministry has also partnered with the health authorities of Peter Ballantyne Health Services and Mamawetan Churchill River Regional Heath Authority – as well as the RCMP and other relevant agencies – to address the issue of violence among youth between 12-24 years in Sandy Bay, Pelican Narrows and Deschambault Lake. The initiative is now receiving referrals through each Northeast Youth Violence Response Partnership community program. In fall 2017, the programs expect to introduce "Doc in a Box" technology that uses video-conferencing to connect mental health providers to clients in these three remote communities.

- In 2016-17 the Ministry developed a Community Safety Officer (CSO) policy that contains the program principles, procedures, responsibilities, parameters and reporting requirements to ensure compliance with applicable acts and legislation and to maintain program integrity. The CSO program was developed by the Ministry to provide municipalities and First Nations communities the opportunity to supplement law enforcement and address safety concerns in their communities. This high-priority, low-risk approach recognizes that many community safety roles do not require police officers. The use of Community Safety Officers enables police officers to remain focused on more serious and complex criminal enforcement activities.
- Currently there are 35 trained Community Safety Officers in the municipalities/communities of Prince Albert, North Battleford, Corman Park, Edenwold, Kindersley, Lakeland, Meadow Lake, Meota, Onion Lake First Nation, Touchwood Agency Tribal Council, and File Hills First Nations. In 2016-17 presentation and information packages on the CSO program were provided to 49 communities. Interest in the program continues to grow and the Ministry is currently working with several rural municipalities and First Nation communities in the development of their CSO programs.
- In 2014, the Combined Traffic Services Saskatchewan (CTSS) program was introduced to provide more traffic officers in Saskatchewan as a complement to the new safety initiatives implemented in that year. The program is a partnership between several agencies including the Ministry of Justice, SGI, RCMP, and the Saskatoon, Estevan and Weyburn police services. The CTSS program's main objective is to help reduce serious injury and fatal collisions in Saskatchewan by focusing on seat belt use and impaired, distracted and aggressive driving. The CTSS is currently made up of 49 RCMP regular members, two RCMP civilian members, four RCMP support personnel, two Weyburn Police Service members, two Estevan Police Service members and 10 Saskatoon Police Service members.
- SGI released a CTSS Interim Report in November 2016 that concluded there have been 84 fewer casualty collisions resulting in 13 fewer fatalities and 14 fewer serious injuries in the central and southeast regions since the program was launched. The report predicted that CTSS would save between $10.9 million to $56.7 million in medical expenses and insurance claims at the end of its assumed project life if all costs and savings remain the same. This means that for every dollar invested, the program saves as much as $2.99.
- New CTSS offices in Estevan and Martensville were equipped in fall 2016 and members have been moved into both areas. As of spring 2017, all CTSS patrol vehicles are now equipped with automatic license plate readers. These devices allow police to identify disqualified drivers, many of whom are repeat impaired driving offenders, in order to take them off the road.
- The Ministry provides the Safer Communities and Neighbourhood (SCAN) program as an additional tool to provide community safety through civil processes. All SCAN investigations are the result of complaints from the public about properties suspected to be harbouring illegal activity such as drugs, gangs or organized crime and prostitution.
  In 2016-17, SCAN initiated investigations in 29 different communities across the province, completing 562 files. Of these, 62 per cent resulted in confirmation that illegal activity was occurring in the neighbourhood. Another 12 per cent of these files remain open as active investigations. Public complaints to SCAN during this time frame were largely related to drug trafficking (81 per cent). Other concerns included gang activity (11 per cent) and prostitution (3 per cent).
- Saskatchewan's SVOR is focused on reducing violence in the province. This threat reduction program includes Public Prosecutions, Adult Corrections, the Canadian Mental Health Association, and federal and municipal police services. The Ministry completed initial evaluations on the program based on pilots in Saskatoon and North Battleford in 2014 and 2015, resulting in 20 recommendations that were approved in July 2016 and completed in September 2016. Among these was a secure, web-based, cross-agency information management system that protects privacy and enables information sharing.

Strategy

Provide a balanced and efficient prosecution service

Key Actions and Results

- Public Prosecutions has continued to advance its work identifying potential dangerous and long-term offenders. This work contributes to the goals of the National Flagging System (NFS), which was established to assess, screen and track high-risk violent offenders. Once an offender is flagged in the system, prosecutors are notified if they reoffend. They can then take the right course of action, which might include seeking a permanent dangerous or long-term offender designation. The Director of the High Risk Violent Offender Unit for Saskatchewan now serves as the National Chair of the NFS. Public Prosecutions obtained 14 dangerous and long-term offender designations in 2016-17.

- Public Prosecutions continues to review processes and realign resources. In 2016-17, there was increased emphasis on assessing files and resolving them earlier. Early resolution brings better results for all involved, frees up resources for those matters that proceed to trial, and ensures that the Ministry meets the timeframe for timely trials. One improvement that was implemented as a result of review was an increased effort to schedule hearings right at the time an assessment is ordered in court.
- Another factor that can slow time-to-trial is whether a preliminary inquiry is held. The use of preliminary inquiries is being examined by federal, provincial, and territorial justice ministers, as there are complex legal issues to be considered. The Ministry examined statutory initiatives and has been emphasizing the use of direct indictments as appropriate, determined through a case-by-case analysis. Since moving in that direction there has been an increase in the number of direct indictments issued, removing the need for preliminary inquiries in those cases and helping to expedite proceedings.

Strategy

Manage offenders in a way to promote public safety and rehabilitation

Key Actions and Results

- The Healthy Families Initiative is a two-year pilot program designed to support families who have been intensive users of publically-funded programs and services. Program staff work with families to reduce criminal offences and family violence, and support at-risk children within these families. They also provide specific supports to families challenged by mental health and addictions. The project is currently at capacity with eight families comprising 46 individuals. Another significant change was the development of a consent-based approach that allows partner ministries to share the current and historical personal information of at-risk families to provide a clearer picture of the issues they're facing and what supports they require. The Ministry signed an agreement with the University of Saskatchewan in March 2017 to evaluate and review the program.
- The White Spruce Training Centre in Yorkton was established as a facility where male offenders could receive employment training to increase their employment prospects and help reduce reoffending. In addition to employment training in food services and construction, the facility also offers programs and services to address other areas such as addictions. Partnerships have been established with community organizations who offer programs such as effective parenting and grief counselling. The Ministry entered into a partnership with Habitat for Humanity that will see participants from the White Spruce construction program working alongside tradespeople to build a house in Yorkton beginning in mid-2017. White Spruce's employment programs were revitalized by making the construction training program available year round, rather than three quarters of the year. This was done to accommodate training for additional offenders. A two-week, community-supported employment experience in partnership with the Yorkton Construction Careers office was also added. The cook training program now also accepts offenders continuously throughout the year to more easily suit custody sentences.
- Work started on an initiative to support youth in custody as they transition back to their communities. This work involves a collaborative multi-agency partnership to improve education and access to support services like rehabilitative programs, mental health and addictions services. The combined efforts of the Ministry and partner agencies will help prepare youth to transition back into a community setting with the supports they require to reduce reoffending.
- Properly trained correctional staff are a vital part of the successful rehabilitation of offenders. In 2016-17 the Ministry delivered a formal training program for correctional officers that focused on core correctional practices that promote rehabilitation through interaction with offenders. This program included supervision and case management as part of the orientation process for new staff. A similar program has been developed for Community Corrections, with modules focused on offender risk assessment and court report writing.
- The Ministry provides data to the Canadian Centre for Justice Statistics (CCJS) and uses those statistics to develop programs for offenders who have frequent involvement with the criminal justice system. In 2016-17, programs were implemented in Saskatoon and North Battleford, focusing on high-risk serious violent offenders. Ministry officials also continued to work with CCJS and the University of Saskatchewan on gathering Saskatchewan data from multiple justice partners to support the development of a pre-trial risk assessment tool to develop a set of validated criteria to determine pre-trial release. This tool can be used by police, prosecutors or judges.

Strategy

Provide a therapeutic approach for those with Mental Health issues and Addictions

Key Actions and Results

- Police and Crisis Teams (PACT) are specialized teams made up of a mental health worker from Saskatoon Crisis Intervention Service and a police officer. They respond and provide support to individuals and families who have mental health and/or addiction issues, and connect people to community support agencies or medical resources. The program was evaluated in 2016 by a team from the University of Saskatchewan along with the PACT steering committee. Participants including police constables, mental health crisis workers, and health sector professionals reported that they see the need for the program. In the two-year reporting period, PACT responded to 1,806 calls that did not involve a criminal offence, but would still have required a police response in the absence of PACT. By responding to these calls, PACT keeps people with mental health issues from coming into unnecessary contact with the justice system and allows other officers to focus on more serious criminal activity. The evaluation determined that the program is operating successfully in Saskatoon and recommended the number of teams be increased.
- Many Ministry clients have complex, intersecting needs. It is common to see clients with combined mental health and addictions issues. In order to better understand these needs, the Ministry collected and analyzed data of individuals in youth and adult facilities. It is also important to screen offenders for mental health and addictions issues upon their admittance to custody facilities. The Ministry worked to implement The Mental Health Strategy for Corrections in Canada, which provides a framework for screening offenders. Screening offenders for mental health and addictions issues upon being admitted to a custody facility is a practical component of this framework. Ministry officials continue to collaborate at the Mental Health and Addictions Action Plan (MHAAP) executive steering committee to further the recommendations set out by the Commissioner.
- The Ministry collaborated with the Saskatoon Health Authority and the Saskatoon Police Service, to train two forensic psychologists to provide assessment and treatment services for serious violent offenders with mental illness.
- The Ministry supported and partnered with local community leaders to develop sustainable Community Alcohol Management Plans in three northern communities to minimize the nature and extent of harm caused by the misuse of alcohol. An overarching evaluation framework and data collection plan (along with baseline data) is being developed in partnership with the Community Safety Knowledge Alliance, a Saskatchewan-based research group.
- Construction continued on the Saskatchewan Hospital North Battleford. The new hospital is a key step forward in government's commitment to improve mental health services in Saskatchewan and act on the recommendations in the MHAAP. This innovative approach to delivering mental health care and supports will ensure people get the help they need, when they need it, in the best possible environment. The build is 60 per cent complete and on track to open in summer 2018. As a partner, the Ministry provided input on the organizational design, as well as development of the legislative framework that will guide the facility's operations.

Ministry Goal

People in vulnerable circumstances are supported and protected

Strategy

Provide support and assistance to victims of crime and other individuals in vulnerable circumstances

Key Actions and Results

- Many Ministry clients are experiencing difficult, often traumatic situations. They have different levels of vulnerability and require support from a variety of programs and services. The Ministry looks after the interests of children through some of these programs. The Dispute Resolution Office provides timely responses to urgent cases in the Child Protection Mediation Program. By focusing on collaborative problem solving, the Ministry improved communication and working relationships between parents, foster parents, Ministry of Social Services staff, and lawyers involved in the Child Protection Mediation Program. In 2016-17 there were six referrals from the Ministry of Social Services for Child Protection Mediation.
- Due to a realignment of program areas, the Ministry deferred work to provide immediate information on rights and responsibilities to tenants with mental health problems who are facing eviction by their landlord. This action will be pursued in 2017-2018.

- When children and other vulnerable victims or witnesses are required to testify at a proceeding, they often experience fear, anxiety and re-victimization. The Ministry worked to obtain federal funding to create a new victim services responder position in the Saskatoon Centre for Children's Justice. That position was staffed and began program start-up activities in 2016. Equipment was upgraded to record forensic interviews in Saskatchewan's Child Advocacy Centres and work was done with a manufacturer to develop witness screens for use during testimony by vulnerable witnesses. As well, the Ministry provided video-conferencing in nine additional court locations in Saskatchewan to allow children and vulnerable witnesses to testify from outside the courtroom. Public Prosecutions, Court Services and Police-based Victim Services collaborated to implement the use of support dogs in courtrooms for child and vulnerable witnesses and victims.
- The Ministry worked closely with RCMP "F" Division to improve responses to Victim Services operations in RCMP-based Victim Services programs. That included providing training to police on the roles and responsibilities related to *The Victims of Interpersonal Violence Act*. Training was also delivered to Police-based and Domestic Violence Victim Services program staff on safety planning with clients at risk of or experiencing stalking, criminal harassment and interpersonal violence.
- Officials worked to develop an Intimate Partner Violence Risk Indicator Checklist for implementation by police in Saskatchewan. The Ministry received federal funding to develop a Family Information Liaison Unit in Saskatchewan to support families involved in the National Inquiry into Murdered and Missing Indigenous Women and Girls. In addition, work continued on amendments to *The Victims of Crime Act, 1995* and its Regulations, and *The Victims of Interpersonal Violence Act*, to enhance counselling services and provisions for victims of crime.
- The Dedicated Substance Abuse Treatment Unit at the Regina Correctional Centre was evaluated during the year and the program was found to successfully reduce reoffending. This five-week addictions program is jointly provided by the Regina Qu'Appelle Health Region and Corrections staff. It is considered the equivalent of an in-patient addiction intervention and serves 120 male inmates a year. Options for expansion to other facilities are being examined.
- In response to the spread in the use of opioids and the heightened risk of an overdose by an offender who may be suffering withdrawal or other addictions issues, the Ministry trained nurses and correctional staff on the use of Naloxone, an injectable and nasal spray that blocks or reverses the effects of opioids and can be used to treat narcotic overdoses in an emergency.
- The multi-disciplinary Review Panel for the Saskatchewan Domestic Violence Death Review held its initial meeting in September 2016. The panel was selected to collectively demonstrate expertise, knowledge and skills related to domestic violence and its impact in the following areas: medical issues, justice system response in domestic violence cases, societal issues related to domestic violence, mental health, substance abuse and child protection. The Review is a component of Saskatchewan's broader response to interpersonal violence and domestic abuse. An interim report, drafted in 2016-17 for release in May 2017, provided aggregate data on the 48 cases of domestic violence related deaths in Saskatchewan between 2005 and 2014. A final report is due in fall of 2017.

Ministry Goal

Improved access to justice

Strategy

Provide accessible and timely resolution of civil, family, criminal and administrative matters

Key Actions and Results

- The Time to Resolution Pilot in Meadow Lake is currently under review. The increasing number of cases in the region – combined with the ongoing need to staff and train prosecutors on the desired approach for the project – have created complications that will require additional consideration before the project can move forward. However, Prosecutions is continuing its work to build positive relationships with police, legal aid, and defense counsel and to create a common understanding about the need to assess and complete cases as soon as possible.
- The Ministry relies on programs delivered through Family Justice Services and the Dispute Resolution Office to help clients resolve their disputes and achieve faster, less stressful results for family matters. The Family Matters Program helps people who need assistance in the following areas: child support, custody/access, separation and divorce, and property division. Family Matters has developed parenting planning and property division tools that are provided to many clients. Additionally, a resource database has been developed for each judicial centre within Saskatchewan that includes local resources for counselling, parenting, legal services, and various other support services. Tools and resources developed in 2016-17 include a workbook that helps separating parents develop a parenting plan and put together an agreement on holiday schedules, decisions around children's care, medical treatment and travel, all of which helps reduce family conflict.

- In the last year, the Family Matters program held 97 problem-solving sessions, fielded 1,811 contacts to the program, and completed 100 Family Matters sessions. These sessions work to minimize the impact of separation and divorce on all family members, especially children, by providing information and resources to deal with a changing family situation and help resolving urgent and outstanding issues.
- As of March 31, 2017, there had been over 2,600 inquiries to the Family Matters program since it began. Comments from clients following their sessions include:
  - "Lots of my questions were answered and I got the tools I needed to move forward.";
  - "I felt my voice was heard."; and
  - "I would recommend Family Matters to others without hesitation."
- In order to meet the increasing needs for access to justice to resolve everyday legal problems, the Ministry has focused on finding innovative solutions using existing resources. Justice officials have partnered with the Law Society of Saskatchewan to appoint a task team to examine the potential for allowing non-lawyers to provide some legal services to Saskatchewan residents. The primary focus of the task team is to enhance access to legal services in Saskatchewan while also maintaining high quality of service for the public.
- As part of its Innovation Agenda, Justice completed a review of the Small Claims process in 2015. In February 2016, the monetary limit for Small Claims Court was increased from $20,000 to $30,000. This was the first change implemented as a result of the 2015 review. *The Small Claims Act, 2016* was passed in late 2016 and is expected to come into force in fall 2017. This Act and its Regulations will implement additional recommended changes resulting from the Small Claims review. The changes will promote more timely and cost-effective dispute resolution between parties by:
  - giving the Court expanded authority to award costs;
  - requiring all defendants and third parties to file a reply to a claim;
  - clarifying when a default judgment can be obtained; and
  - authorizing the Court to make a finding of contempt in appropriate circumstances.
- Not all criminal matters need to go to court for trial. Some cases can be resolved in ways that don't involve the traditional court process but still hold offenders responsible for their actions. To this end, Public Prosecutions has implemented the use of Crown Cautions, which are warnings used in situations where criminal proceedings are not deemed necessary to achieve recognition of the wrong done or to ensure public safety.
- The Ministry provides funding for independent service providers to provide restorative justice programs, including alternative measures or extrajudicial sanctions. This past year, the Ministry engaged and educated stakeholders about the state of restorative justice in Canada. Key stakeholders included independent fee-for-service providers, policing partners, crown prosecutors, the RCMP and members of the judiciary.
- From October 2016 to March 31, 2017, Justice officials provided between two to four presentations every month at RCMP Depot to educate recruits in the area of restorative justice practices and the importance of maintaining strong partnerships in the communities in which they are deployed. The goal of ongoing engagement with RCMP detachments around the province is to discuss restorative justice initiatives, practices and policies and to advocate for greater numbers of pre-charge referrals to restorative justice programs from each detachment. The Ministry monitored a hybrid pre- and post-charge pilot project in North Battleford that has Crown Prosecutions, RCMP, and restorative justice programs working together to increase the effectiveness of the referral process.
- The Ministry has been trying to expand the availability of family law information to the public. Many people in the family justice system represent themselves, and find it difficult to obtain accurate and useful information. In an effort to support these self-represented individuals, the Ministry has been coordinating drop-in family law information sessions for the public. The Ministry has partnered with Pro Bono Saskatchewan, the Law Society, the Public Legal Education Association, Pro Bono Students Canada, the Saskatoon Public Library, and Law Society Libraries in Regina and Saskatoon to have volunteers meet with attendees, answer questions and share information about services and assist in completing court applications.
- Work continued through the year to develop an administrative tribunal support model for the Ministry's agencies, boards and commissions. Consultation with these administrative tribunals has been conducted and a business plan is under development for submission in the upcoming budget cycle.
- In addition to supporting the administrative and collaborative processes in three domestic violence courts, two drug treatment courts and two mental health courts, the Ministry assisted the Moose Jaw Drug Treatment Court in the completion of its program evaluation. Drug treatment court staff in Regina and Moose Jaw attended Moral Reconation Therapy training to help meet the programming needs of drug treatment court clients. In response to community and justice sector requests from Fort Qu'Appelle and North Battleford, the Ministry provided information and assistance in developing courts focused on domestic violence and alcohol-related charges. As well, discussions were initiated with the Provincial Court about incorporating some therapeutic practices into traditional court procedures.

- The Ministry established a working group in 2016 to review the services available to assist citizens who require access to courts, including those who wish to represent themselves. Members include officials from the Ministry, the courts, Pro Bono Saskatchewan, Community Legal Assistance Services for Saskatoon Inner City Inc (CLASSIC), and the Public Legal Education Association (PLEA). The working group helped to develop the family law information sessions offered by the Ministry.
- The Ministry has increased the number of video units in locations that have video-conferencing from 167 in 2015-16 to 178 in 2016-17. These units were installed in the Prince Albert Penitentiary (2); Saskatoon Regional Psychiatric Centre (1); Saskatoon Court of Queen's Bench soft room (1); La Ronge Provincial Court soft room (1); Provincial Court circuit locations in Loon Lake (1), Buffalo River (1) and Beauval (1); Saskatoon Traffic Safety Court (2); and the youth courtroom at Regina Provincial Court (1). In addition, the usage of video-conferencing in Provincial Court locations increased. In 2016, of the nearly 878,000 total charges heard in locations where video-conferencing is available, 18.8 per cent (165,000) of those charges were heard by video, up from 10.9 per cent (92,000) of the 841,000 total charges in 2015. Increasing video-conferencing reduces costs for prisoner transport, provides witnesses and victims the ability to appear remotely and feel safer, and results in more effective use of court time.
- In 2016-17, the Office of Residential Tenancies (ORT) delivered training to some of its staff about how to resolve conflict constructively. This increased their ability to help landlords and tenants work through conflict without resorting to an ORT hearing. A total of 10 staff have now taken this training. In addition, 10 members of the ORT's Client Service Team attended the 'Dealing with Difficult people' course in 2016-17. Staff use the techniques they have learned in this training to help parties communicate effectively and resolve disputes. As well, office staff made 21 presentations to over 500 people about various aspects of residential tenancy law.
- The ORT continues to provide presentations to community partners. Expansion of educational opportunities was deferred due to pressures created by a project to provide ORT services online. Expanded opportunities to educate tenants and landlords will be pursued once this project is completed.
- Substantial work has been done to create an online database to provide landlords and tenants with an interactive dispute resolution system that will support early resolution through disclosure of evidence, and expedite access to hearings when necessary. Some issues remain to be resolved, such as a system of delegating authority so landlords, particularly corporate landlords, can authorize employees or property managers to access and use the system on their behalf. The ORT is also continuing its work on finalizing the details and requirements for the system. Implementation is expected in fiscal 2017-18.

Government Goals

Sustaining growth and opportunities for Saskatchewan people | Meeting the challenges of growth | Securing a better quality of life for all Saskatchewan people | **Delivering responsive and responsible government**

Ministry Goal

Responsive and responsible government

Strategy

Ensure appropriate tools and infrastructure to deliver programs and services

Key Actions and Results

- The Ministry has completed replacements and upgrades to a number of key information technology systems. Prosecutions has replaced its outdated file management software with a new case management system that enables tracking of files and scheduling of operations electronically, as well as the creation of ongoing, detailed histories for all offenders. This paves the way for electronic data exchange with police services throughout the province, sharing of appropriate information with other partners, fully electronic prosecution files, and data analytics. The new program, called Electronic Prosecutions Information Centre (EPIC) is integrated with the Criminal Justice Information Management System (CJIMS).

- New information technology systems were developed through the Ministry's Small Systems Strategy framework, which covers upgrades and replacements that cost less than $100,000. The first system was implemented in September 2016. This was a new online sign-up for the Commissioner for Oath and Notary Public program. The new process includes online payment and the ability for citizens to check the status of an application and print their own certificates. There is also an educational component to teach new applicants their duties as Commissioners for Oaths and Notaries Public, and to serve as a refresher for those already appointed. This system was the first system to be provided as part of the Citizen One service offered through Saskatchewan.ca. The second system implemented within the Small Systems strategy framework was Online Fine Payment, which was implemented in February 2017.
- Custody, Supervision and Rehabilitation Services (CSRS) made progress in improving the delivery of administrative services within Saskatchewan's correctional facilities in 2016-17. This included an overtime review that resulted in the addition of more permanent staff to shifts in correctional facilities. An evaluation process has been created and overtime will be tracked over 2017-18 to determine how effective the addition of new staff has been in reducing it. CSRS also streamlined the administrative process for financial forecasting by using an automated process to upload and record facility costs, removing the need for staff to enter this information manually. This has freed up time for employees to concentrate more on analysis, resulting in improved financial responsiveness to changing conditions within Saskatchewan correctional facilities.
- Ministry officials continued to develop a Justice data warehouse. The warehouse will become the Ministry's data repository for reporting and analytics. It will eventually contain and integrate all application data from various sources like CJIMS and small systems across the Ministry. This data will provide a reliable single source to be used for operational reporting, analytics, and trend analysis that will help guide Ministry officials to make informed decisions. The warehouse will be fully operational in 2017-18.
- Improvements to the courthouse located in Pelican Narrows will require additional funding and more detailed designs to ensure that issues surrounding occupational health and safety, privacy, and security can be appropriately addressed in the design phase, and that the improvements will result in a facility that meets the needs of the community. While it was anticipated that construction would begin in 2016-2017, the building the courthouse was located in burned down in early February. This development has forced the Ministry to reevaluate and defer the planning and construction of a new courthouse in Pelican Narrows until 2017-18.
- The Prince Albert Correctional Centre replacement kitchen project was initiated in 2016-17. The kitchen design was completed and tender documents were created in preparation for the construction phase of the project, which will occur in the 2017-18 fiscal year.
- The Ministry completed lifecycle replacement of food services equipment in six custody facilities and initiated major replacement projects in two custody facilities that will be completed in the 2017-18 fiscal year.
- The Office of Residential Tenancies (ORT) will consider video-conferencing when its application process and submission of evidence tools are online.
- The ORT also published decisions to the Canadian Legal Information Institute (CanLII.org) websites in an effort to make procedures transparent and key decisions accessible. Approximately 500 decisions were posted in 2016-17. They were well received by the public who had searchable access to a significant number of ORT decisions for the first time. Giving the public access to these decisions helps clients understand their rights and obligations and prepares them for the hearing process.

2016-17 Financial Overview

The Ministry's original 2016-17 appropriation was $602.4 million, including $13.0 million for capital asset acquisitions and $594.4 million on an expense basis. The expense budget excludes the $13.0 million appropriation for the Ministry to acquire capital assets and includes $5.0 million for the amortization of capital assets.

For 2016-17, actual expenses were $610.5 million; a variance of $16.1 million higher than the original budget. The increased costs are attributable to:

- increased pressures, largely as a result of utilization pressures within the criminal justice system, including custody services, court services, and legal aid ($16.8 million);
- some budgeted capital expenditures were expensed, as they did not ultimately meet the accounting standards necessary to be defined as capital expenditures ($3.2 million);
- increased pressures, mainly attributable to high demand for Ministry programs and services ($2.0 million); and
- increased amortization expenses mainly due to capital improvements ($0.8 million).

These increased costs were partially offset by:

- savings from vacancies and grants, and deferral of some projects ($5.2 million);
- savings within the RCMP contract ($1.0 million); and
- delayed transfer of the Highway Traffic Board from SGI ($0.5 million).

The final year of implementation for the Criminal Justice Information Management System (CJIMS) was $4.3 million over budget. This was offset by savings of $4.4 million in other capital projects which were either delayed or deferred.

Expense results by sub-vote and allocation are summarized in subsequent pages of this report. The 2016-17 revenue budget was $91.5 million. Actual revenue was $95.8 million; $4.3 million greater than budget. The increased revenue is primarily attributable to:

- a higher than estimated dividend from Financial and Consumer Affairs Authority (FCAA) ($4.9 million);
- an increase in payments from the federal government for custody programs ($1.7 million);
- a higher than anticipated collection of Public Trustee fees; ($0.8 million);
- a net increase in revenue from a number of different branches; and
- the write-off of accrued expenses from prior years ($0.7 million).

This increase was offset by a decrease in the overall amount of court fine revenue ($3.8 million).

The 2016-17 Full-time Equivalent (FTE) budget was 2,906.8 FTEs, with actual FTE utilization of 3,256.21 (349.4 FTEs over budget). Staff were required to address workload pressure, as follows:

- custody facility and community supervision programs (utilization pressures) – 198.1 FTEs;
- Court Services (security detention and workload pressures) – 91.1 FTEs;
- Prosecutions and legal service areas (workload pressures) – 30.5 FTEs;
- staff dedicated to implementing new IT system – 16.8 FTEs;
- Freedom of Information and Privacy (workload pressures) – 7.6 FTEs; and
- miscellaneous pressures throughout the rest of the Ministry – 5.3 FTEs.

2016-17 Financial Results – Expenditures

The following table outlines information on actual and budgeted expenditures by sub-vote and allocation. Explanations are provided where variances are greater than $500,000. All amounts are shown in $000s.

Sub-vote	Allocation	2015-16 Actual Expenditure	2016-17 Original Estimates	2016-17 Actual Expenditure	Variance	Notes
Central Management and Services	Minister's Salaries (Statutory)	$ 96	$ 98	$ 68	$ (30)	
	Executive Management	1,907	2,043	1,806	(237)	
	Central Services	12,440	15,119	15,176	57	
	Accommodation Services	37,533	39,264	39,510	246	
	Public Registry Assurance Claims (Statutory)	64	1	2	1	
Total Central Management and Services		**$ 52,040**	**$ 56,525**	**$ 56,562**	**$ 37**	
Courts and Civil Justice	Court Services	$ 35,582	$ 33,405	$ 36,347	$ 2,947	1
	Salaries – Provincial Court Judges (Statutory)	14,679	15,319	15,608	289	
	Salaries – Justices of the Peace (Statutory)	2,684	2,928	2,746	(182)	
	Family Justice Services	4,310	4,804	4,447	(357)	
	Dispute Resolution Office	1,678	2,288	1,955	(333)	
	Public Guardian and Trustee	3,162	3,304	3,191	(113)	
Total Courts and Civil Justice		**$ 62,045**	**$ 62,048**	**$ 64,293**	**$ 2,245**	
Innovation, Legal and Policy Services	Civil Law	$ 4,196	$ 4,261	$ 4,406	$ 145	
	Public Law	5,781	5,688	6,196	508	2
	Innovation	1,558	1,527	1,813	286	
	Public Prosecutions	23,356	25,407	24,758	(649)	3
	Access and Privacy	312	451	386	(65)	
	Queen's Printer Revolving Fund – Subsidy	95	97	97		
Total Innovation, Legal and Policy Services		**$ 34,798**	**$ 37,431**	**$ 37,656**	**$ 225**	
Total Community Safety Outcomes		**$ 14,510**	**$ 16,068**	**$ 15,046**	**$ (1,022)**	4
Community Justice	Community Services	$ 15,470	$ 14,360	$ 14,317	$ (43)	
	Office of the Chief Coroner	2,971	3,182	3,221	39	
Total Community Justice		**$ 18,441**	**$ 17,542**	**$ 17,538**	**$ (4)**	
Boards and Commissions	Human Rights Commission	$ 2,361	$ 2,406	$ 2,505	$ 99	
	Office of Residential Tenancies	1,829	1,568	2,016	448	
	Inquiries	49	126	78	(48)	
	Legal Aid Commission	23,971	23,721	24,921	1,200	5
	Automobile Injury Appeal Commission	864	1,017	998	(19)	
	Highway Traffic Board		1,098	570	(528)	6
	Public Complaints Commission	656	574	584	10	
Total Boards and Commission		**$ 29,729**	**$ 30,510**	**$ 31,672**	**$ 1,162**	

Sub-vote	Allocation	2015-16 Actual Expenditure	2016-17 Original Estimates	2016-17 Actual Expenditure	Variance	Notes
Custody, Supervision and Rehabilitation Services	Custody Services	$ 138,033	$ 130,895	$ 143,524	$ 12,629	7
	Community Corrections	25,225	27,795	25,782	(2,013)	8
	Program Support	6,164	6,497	7,167	670	9
	Correctional Facilities Industries – Subsidy		40		(40)	
Total Custody, Supervision and Rehabilitation Services		**$ 169,422**	**$ 165,227**	**$ 176,472**	**$ 11,245**	
Policing	Police Programs	$ 19,758	$ 20,520	$ 19,740	$ (780)	10
	Royal Canadian Mounted Police	173,572	180,606	179,638	(968)	11
	Program Support	1,162	1,398	1,429	31	
Total Policing		**$ 194,492**	**$ 202,524**	**$ 200,807**	**$ (1,717)**	
Sask. Police Commission	Saskatchewan Police Commission	$ 190	$ 204	$ 197	$ (7)	
	Saskatchewan Police College	1,257	1,280	1,242	(38)	
Total Saskatchewan Police Commission		**$ 1,447**	**$ 1,484**	**$ 1,439**	**$ (45)**	
Total Capital and Improvements		**$ 22,064**	**$ 12,995**	**$ 12,387**	**$ (608)**	12
Total Ministry Appropriation		**$ 598,988**	**$ 602,354**	**$ 613,873**	**$ 11,519**	
Capital Asset Acquisitions		(19,090)	(12,995)	(9,744)	3,251	13
Capital Asset Amortization		5,624	5,037	5,803	766	14
Capital Asset Revaluation		13,516		526	526	15
Change in Prepaid Expenses		(12)		(12)	(12)	
Total Ministry Expense		**$ 599,027**	**$ 594,396**	**$ 610,446**	**$ 16,050**	

Explanation of Major Variances:

1. Increased costs related to allowance for doubtful accounts, dangerous and long-term offender assessments, transcript services, and other operating pressures.
2. Increased one-time costs associated with structural changes within the branch.
3. Decreased salary costs due to vacancies and deferred renovations.
4. Decreased salary costs due to vacancies and lower than anticipated spending on the Northern Integrated Initiative.
5. Increased workload causing more files to be handled by the Private Bar.
6. Delayed transition of the Highway Traffic Board from SGI.
7. Increased costs due to high counts in custody facility operations.
8. Decreased salary costs due to vacancies.
9. Increased operating expenses including accruals for contingent liabilities.
10. Decreased salary costs due to vacancies and savings in the municipal police grants.
11. Under expenditure for the RCMP contract.
12. Some Ministry capital projects were delayed due to later timelines associated with the budget arriving later than usual, due to the provincial election.
13. Less capital asset acquisition due to the delay of many capital projects (see note 12).
14. Amortization of capital assets higher than anticipated.
15. Certain capital asset values adjusted to bring into alignment with government financial guidelines.
16. Detailed payee information will be published in Volume 2 of the 2016-17 Public Accounts.

Detailed payee information will be published in Volume 2 of the 2015-16 Public Accounts.

2016-17 Financial Results – Revenues

The Ministry collects revenues related to the fines, licenses and service fees on behalf of the Government and receives funding from the federal government related to Legal Aid, municipal policing and other cost-shared programs. The following table outlines information on actual and budgeted revenues by revenue description. Explanations are provided for all variances greater than $500,000. All amounts are shown in $000s.

Description	Revenue Budget	Actual Revenue	Variance	Notes
Fines, Forfeits and Penalties	$ 25,624	$ 19,042	$ (6,582)	1
Sales, Services and Service Fees	14,550	17,643	3,093	2
Federal/Provincial Agreements	11,914	12,918	1,004	3
Municipal Agreements	18,662	19,395	733	4
Proceeds from Other Funds	20,047	24,079	4,032	5
Other Miscellaneous Revenue	745	3,147	2,402	6
Ministry Revenue	**$ 91,542**	**$ 96,224**	**$ 4,682**	

Explanation of Major Variances:

1. Less than anticipated fine revenue from traffic safety initiatives and other court fines.
2. Higher than anticipated Public Trustee fees and Surrogate Court fees were collected.
3. Increased revenues from Exchange of Services agreement and cost-share for young offenders.
4. Higher than anticipated revenues from rural policing program.
5. Dividend from FCAA higher than estimated, offset by the delayed transition of the Highway Traffic Board from SGI.
6. More prior year adjustments required than anticipated.

Revolving Funds and Special Purpose Accounts

The Ministry is responsible for managing and operating the following revolving or special purpose funds:

- Correctional Facilities Industries Revolving Fund (PRISM Industries)
- Criminal Property Forfeiture Fund
- Queen's Printer Revolving Fund
- Victims' Fund

Information regarding the 2016-17 business activities of these funds can be found in **Appendix C** of this Annual Report.

For More Information

This report provides information about our accomplishments and our future plans. We welcome any questions or comments that you may have. Please feel free to contact us at:

Ministry of Justice
Communications Branch
1020 – 1874 Scarth Street
Regina, SK S4P 4B3
Phone: (306) 787-7872
Email: webteam@gov.sk.ca

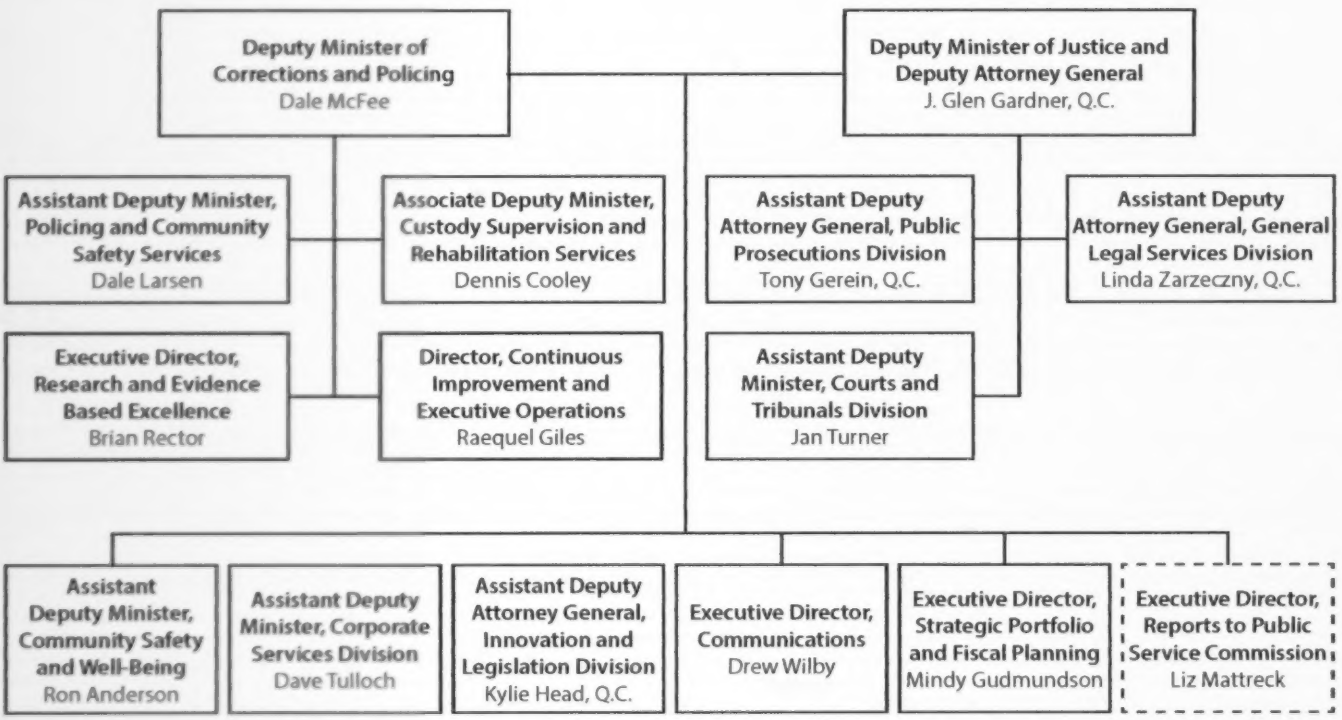
Copies of this report are available for download at:

www.saskatchewan.ca/government/government-structure/ministries/justice/

Appendices

Appendix A: Organizational Chart as of March 31, 2017

Ministry of Justice


Deputy Minister of Corrections and Policing
Dale McFee
Deputy Minister of Justice and Deputy Attorney General
J. Glen Gardner, Q.C.
Assistant Deputy Minister, Policing and Community Safety Services
Dale Larsen
Associate Deputy Minister, Custody Supervision and Rehabilitation Services
Dennis Cooley
Assistant Deputy Attorney General, Public Prosecutions Division
Tony Gerein, Q.C.
Assistant Deputy Attorney General, General Legal Services Division
Linda Zarzeczny, Q.C.
Executive Director, Research and Evidence Based Excellence
Brian Rector
Director, Continuous Improvement and Executive Operations
Raequel Giles
Assistant Deputy Minister, Courts and Tribunals Division
Jan Turner
Assistant Deputy Minister, Community Safety and Well-Being
Ron Anderson
Assistant Deputy Minister, Corporate Services Division
Dave Tulloch
Assistant Deputy Attorney General, Innovation and Legislation Division
Kylie Head, Q.C.
Executive Director, Communications
Drew Wilby
Executive Director, Strategic Portfolio and Fiscal Planning
Mindy Gudmundson
Executive Director, Reports to Public Service Commission
Liz Mattreck

Appendix B: Boards and Commissions

The Minister of Justice and Attorney General is responsible for a number of boards and commissions that receive varying levels of administrative and policy support from the Ministry, including:

- Aboriginal Courtworker Advisory Board
- Automobile Injury Appeal Commission
- Financial and Consumer Affairs Authority
- Funeral and Cremation Services Council
- Highway Traffic Board
- Justice of the Peace Review Council
- Law Reform Commission
- Office of Residential Tenancies
- Provincial Court Judicial Council
- Provincial Mediation Board
- Public Complaints Commission
- Public Disclosure Committee
- Public and Private Rights Board
- Saskatchewan Review Board
- Saskatchewan Film Classification Appeal Committee
- Saskatchewan Film Classification Board
- Saskatchewan Human Rights Commission
- Saskatchewan Legal Aid Commission
- Saskatchewan Legal Aid Commission Appeal Committee
- Saskatchewan Police Commission
- Saskatchewan Real Estate Commission
- The Elders Forum
- Victims Compensation Appeal Committee

Most of these boards and commissions produce and table their own annual reports. However, the following agencies have very brief annual reports that are included in this document to accommodate tabling requirements and reduce printing costs:

- Automobile Injury Appeal Commission
- Provincial Mediation Board
- Office of Residential Tenancies

Automobile Injury Appeal Commission

Mandate and Objectives

The Automobile Injury Appeal Commission is an independent, quasi-judicial body whose mandate is to adjudicate no-fault bodily injury benefit disputes between a claimant and the insurer (SGI), in a less formal manner and on a more timely, less costly basis than is available through the courts.

In fulfilling this role the Commission has several objectives:

- to issue quality decisions based on facts, findings and legislative entitlements on a timely basis;
- to reduce the average elapsed time between the submission of an application and the commencement of a hearing;
- to enhance the understanding of the appeal process and how it may be accessed, and to better inform claimants who represent themselves during the process;
- to enhance services and information available to the parties to the appeal process and for the management of the appeal process; and
- to collect, use, disclose and protect personal information through appropriate privacy and security policies and practices.

Commission Membership

At year end the Commission's membership included:

- Kelly Cook, Saskatoon
- Dr. Barry Heath, Saskatoon
- Laura Lacoursiere, Saskatoon
- Lucille Lamb, Q.C., Saskatoon
- Jane Lancaster, Q.C., Saskatoon
- Keith Laxdal, Regina
- Joni MacKay, Saskatoon
- Don McKillop, Q.C., Regina
- Walter Matkowski, Saskatoon
- Ann Phillips, Q.C., Regina
- Ryan Plewis, Swift Current
- Tim Rickard, Saskatoon
- Thomas Schonhoffer, Q.C., Regina (Chairperson)
- Bruce Wirth, Saskatoon

The Appeal Process

The Commission hears appeals of benefit entitlement decisions made by SGI under the no fault insurance program for injuries sustained in motor vehicle accidents.

When people are not satisfied with a personal injury benefits decision made by SGI under the no fault system, they can file an appeal with either the Court of Queen's Bench or the Commission. Appeals must be filed either within 90 days of the date of SGI's decision or, if mediation was elected, 60 days from the date mediation was completed.

Claimants filing an appeal to the Commission pay a $75 application fee. If this causes substantial hardship, claimants may ask the Commission to waive the fee by obtaining and submitting an Application for Fee Waiver Certificate. The fee (if paid) is refunded if the claimant is successful.

Once the claimant and SGI have filed all documents relevant to an appeal, the Commission gives written notice of the hearing date, time and location. Hearings are regularly held in Prince Albert, Saskatoon and Regina. The Commission provides the documents submitted by the claimant and the respondent to assist the parties and the appeal panel in reviewing the documentary evidence.

Claimants can represent themselves or have their lawyers present their cases to the Commission. Claimants are self-represented in approximately two of every three applications received by the Commission. SGI is represented by counsel.

Both the claimant and SGI have the right to examine and cross-examine witnesses. If necessary, either party can arrange to have a witness subpoenaed to attend the hearing. Witnesses can testify by telephone if they are unable to attend the hearing in person.

The Commission interprets and applies the law and regulations governing no-fault benefits. It has the authority to set aside, confirm or vary benefit decisions made by SGI under the no fault benefits plan. Written reasons for the Commission's decision are provided to and binding on both parties. The decision can be appealed to the Court of Appeal on a question of law only. Transcripts or audio recordings are provided to the parties upon request and at their expense.

Appeal hearings are open to the public and the Commission's decisions are published on its website at (www.autoinjuryappeal.sk.ca) and other legal sites, although de-identified for purposes of web publication. This practice assists claimants and the general public in knowing more about their entitlement to injury benefits and offers self-represented claimants an opportunity to become familiar with the hearing process.

Legislative and Budgetary Authorities

The legislation governing the Commission's activities includes:

- *The Automobile Accident Insurance Act*
- *The Personal Injury Benefits Regulations*
- *The Automobile Accident Insurance (Injury) Regulations*

The Commission's budgetary status is reflected as follows:

2016-17 Budget: $1,017,000
FTEs: 3.0

2016-17 Actuals: $997,131
FTEs: 3.0

The favorable actual to budget variance of $18,869 is attributable to reduced IT spending.

2016-2017 Activities and Results

- There were 99 new appeal files opened by the Commission during 2016-17. Based on past experience, a significant percentage of these files will be settled or withdrawn by the claimant prior to an appeal hearing.
- The Commission issued 58 final decisions during the year. Forty-four of these decisions were issued within 60 days of the hearing having concluded or the last evidence being filed. This represents a 76 per cent success rate towards meeting the Commission's objective of issuing all written decisions within 60 days of a hearing being concluded.
- The 58 decisions issued by the Commission in 2016-17 were in process for an average of 2.6 years from the time the file was opened until the written decision was issued. This compares to an average of 2.4 years for the previous year. This increase is attributable to the number of older files included in the mix of appeal files reaching the hearing stage of the appeal process.
- There were 112 on-the-record hearings conducted during 2016-17. Many of these were conducted by telephone and dealt with various issues that arise prior to the parties and the appeal panel convening for the appeal hearing.
- Fee waivers were approved for 18 claimants who submitted applications to waive fees based on substantial hardship.
- The Commission updated materials related to new member orientation and created new reference materials as a result of participation in the Ministry's 2018 – 2022 Environmental Scan and Strategic Planning process.
- Commission members participated in training programs offered by the Foundation of Administrative Justice and the Law Society of Saskatchewan.

2017-18 Planned Activities

- The Commission will implement changes arising from SGI's no fault review, including enhancements to communications materials and web resources made available to claimants. In this regard, the Commission will also continue to work with the Ministry on their access to justice initiative.
- The Commission will assist in developing an appeal advisor program in collaboration with other parties.
- The Commission will review its appeal process and develop new initiatives to decrease appeal timelines.
- The Commission anticipates working with technology providers to deal with database issues and enhancements as well as public and management reporting requirements. This was initially planned for 2016-17, but has been deferred until 2017-18.
- Updates of additional member resource materials began in 2016-17 are expected to be completed during the 2017-18 fiscal year.
- The Commission will investigate options to improve physical security arrangements for office staff. This was initially planned for 2016-17, but has been deferred until 2017-18.
- The Commission will continue to support professional development initiatives which enable members and staff to continue to improve services and the quality of the appeal process for claimants.

No Fault Appeal Statistics

	2012-13	2013-14	2014-15	2015-16	2016-17
Comparative Activity Levels					
Appeal Files Opened	150	143	120	107	99
Appeal Files Closed Prior to Hearing	66	77	69	93	65
Hearings Held	98	111	116	110	112
Decisions Issued	33	51	45	46	61
Status of Appeal Files Opened in a Particular Year					
Appeal Files Opened	150	143	120	107	99
- Less Closed Prior to Hearing	90	61	47	43	6
- Less Decisions Issued	42	49	24	13	1
Outstanding*	18	33	49	51	92

**Includes files where decisions are outstanding, files that stand adjourned and files that are awaiting additional medical information or reports.*

Provincial Mediation Board and Office of Residential Tenancies

Provincial Mediation Board

The Provincial Mediation Board has a role or responsibility in:

- Municipal Tax Enforcement
- Mortgage Foreclosures
- Debt Counseling
- Eviction of Non-Residential Tenants

Municipal Tax Enforcement

Municipalities require the Board's consent to complete tax enforcement proceedings under *The Tax Enforcement Act*. Upon receiving an application from a municipality, the Board contacts the landowner to try to establish a plan for the taxpayer to pay the arrears of taxes. If the taxpayer does not agree to a reasonable plan for payment of the tax arrears, or defaults on payment, the Board grants its consent to the municipality to take title to the land.

Mortgage Foreclosures

The Board receives a Notice of Intention to Foreclose in advance of every non-commercial foreclosure action. The proposed plaintiff cannot start a court action for 30 days, during which the Board contacts the mortgagor by mail to offer its services. If the mortgagor contacts the Board, the Board provides information on foreclosure procedures and discusses options that may be available to the mortgagor to deal with arrears and avoid court

The Board maintains electronic files for Notices of Intention to Foreclose, which enables staff in both Regina and Saskatoon to access files and share information. This improves service to the public by ensuring a prompt response to inquiries from either location.

Debt Counseling

The Board discontinued the Orderly Payment of Debt provisions of the *Bankruptcy and Insolvency Act* in 2012, after a non-profit agency, Credit Counseling Society, opened an office in Saskatchewan and began offering debt counseling services to the public. The Board continues to administer 24 files and will continue to do so until the files are concluded. Some may take several years to close.

Evictions of Non-Residential Tenants

The Board may delay the eviction of a tenant under *The Landlord and Tenant Act* (primarily commercial and agricultural leases). The Board will delay eviction if the eviction will cause serious hardship to the tenant that can be avoided by allowing additional time. With the Board's involvement, most inquiries and applications are resolved directly between the landlord and tenant.

Board Members

- Dale Beck, Chair, Regina
- F. Andrea M. Jorde, Saskatoon
- Anne-Marie Cotter, Regina
- Terry Hymers, Saskatoon

Legislative Authorities

Governing legislation:

- *The Provincial Mediation Board Act*
- *The Tax Enforcement Act*
- *The Land Contracts (Actions) Act*
- *The Agricultural Leaseholds Act*
- *The Land Titles Act, 2000*
- *The Bankruptcy and Insolvency Act* (federal)
- *The Landlord and Tenant Act*

Provincial Mediation Board Statistics

	2014-15	2015-16	2016-17
Debt Repayment Files Opened	0	0	0
Debt Repayment Files Active at Year End	38	28	24
Debt Payments Received from Debtors	$114,117	$51,799	$72,230*
Administrative Levy on Debt Payments	$17,923	$8,577	$11,833
Notices of Mortgage Foreclosure/Cancellation of Agreement for Sale	772	981	1,162
Tax Enforcement Files Opened	652	785	624
Tax Enforcement Fees	$16,440	$17,700	$15,680
Landlord and Tenant Act applications	4	2	2

**Two files were paid in full and closed by lump sum payments. These payouts increased the amount of money collected in 2016-17, notwithstanding the declining number of files.*

Office of Residential Tenancies

The Office of Residential Tenancies (the ORT) was created to provide an alternative to the court system for landlords and tenants involved in rental disputes. The ORT's mandate is to provide simple, inexpensive and timely dispute resolution for landlords and tenants. To achieve this, the ORT:

- provides information to landlords and tenants about their rights and obligations;
- encourages landlords and tenants to use information about their rights and responsibilities to resolve problems directly; and
- adjudicates disputes between landlords and tenants when they can't find their own solutions.

Director and Deputies

- Dale Beck, Director, Regina
- Anne-Marie Cotter, Deputy Director, Regina
- F. Andrea M. Jorde, Senior Deputy Director, Saskatoon
- Terry Hymers, Deputy Director, Saskatoon

Legislative Authorities

Governing legislation:

- *The Residential Tenancies Act, 2006*
- *The Condominium Property Act, 1993*
- *The Co-operatives Act, 1996*
- *The Tax Enforcement Act*

The ORT has jurisdiction under:

- *The Condominium Property Act, 1993* to enable condominium associations to evict tenants of condo units who disturb other occupants;
- *The Co-operatives Act, 1996* to evict persons whose membership in a housing co-operative is revoked; and
- *The Tax Enforcement Act* to evict occupants of property acquired by municipalities through tax enforcement.

Budget

The Provincial Mediation Board (PMB) and ORT operate as a combined entity and share resources and personnel. Their budgets are combined.

2016-17 Budget: $1,568,000
FTEs: 16.1
Per Diem Hearing Officers: 24

2016-17 Actual: $2,012,000

2017-18 Budget: $1,568,000
FTEs: 16.1
Per Diem Hearing Officers: 24

The variance of $444,000 is substantially attributable to an increase in per diems paid to hearing officers. The additional per diems arose from the following circumstances:

- Increased use of per diem hearing officers to free the deputy directors to work on an office automation project.
- The limit on the monetary value of the cases the ORT has jurisdiction over was increased from $20,000 to $30,000 in February 2015. Cases of greater value have more complexity and take longer to hear and write decisions for. However, this change has provided an overall benefit by diverting at least some claims from Provincial Court to the ORT, thus reducing the number of small claims actions.
- Hiring two additional summer students who lead very successful projects to improve access to justice. One led a project to publish ORT decisions on the website of the Canadian Legal Information Institute (CanLII). The other wrote and produced information videos published to the ORT webpages.
- Hearing officers billing for additional time required to research and write detailed reasons for decision.
- Relocation expenses (furniture, supplies, telephone, and IT expenses).
- Increased office expenses (office equipment, bank charges, courier, software maintenance agreements).

Decisions of the Court of Queen's Bench on appeals from the ORT have reiterated that hearing officers must explain their decision sufficiently for a judge to conduct a meaningful review of the reasoning and decision. Specifically, hearing officers must write details of the facts and the law, and explain how they used that information to arrive at a decision. This has a number of benefits, including increased public acceptance of the outcome. However, it also increases the amount of time needed to write decisions which, in turn, results in increased costs. Meaningful and well-reasoned decisions are less likely to be appealed, which saves both time and money for the public and the courts.

Progress in 2016-17

- The Regina office of ORT/PMB relocated on April 1, 2017, and co-located with the Saskatchewan Human Rights Commission (SHRC). While the ORT/PMB and the SHRC occupy the same office, they maintain their independence from one another. The space is designed for the purposes of ORT/PMB/SHRC. Security and privacy for the public and staff is significantly better in the new space. The office is very functional and designed with efficiency in mind. A shared and configurable meeting room serves as both a larger third hearing room for the ORT and as a larger meeting room for SHRC.
- The appointment of 10 new hearing officers in 2017 addressed a shortage of hearing officers, and increased the number of hearing officers outside of Regina and Saskatoon. New hearing officers were appointed in Yorkton, Prince Albert, Moose Jaw and Unity. Local hearing officers reduce the cost of travel and accommodation. There is an ongoing need to recruit and train new hearing officers to replace those who leave.
- Both the ORT and the PMB started publishing decisions on the website of the Canadian Legal Information Institute (CanLII) in summer 2016. At the end of December 2016, 491 decisions were posted to CanLII, providing for the first time a repository of significant ORT decisions that could be consulted by parties seeking precedents for ORT outcomes, and by hearing officers to provide consistent outcomes. Published decisions have improved training by providing precedents that demonstrate how issues have been handled by other hearing officers. They are an accessible and valuable resource for new hearing officers. Decisions are increasingly consistent with precedent, which should reduce the number of appeals of ORT decisions. In addition, the PMB has published seven of its decisions, the oldest of which is from 2006. These decisions have been very valuable to the public in understanding the powers of the Board and how they are exercised, and have helped many parties resolve matters without a need for a hearing.
- The ORT produced and prepared four videos on issues that arise frequently. The videos were posted to the ORT webpage to provide another means for visitors to view information, and to emphasize key points that are sometimes misunderstood.
- The ORT continues to encourage landlords and tenants to work together to solve problems, and to only approach the ORT for adjudication if absolutely necessary. In 2016-17 three ORT staff members took the Resolving Conflict Constructively course to improve their ability to help landlords and tenants solve problems directly. A total of 10 current ORT staff have taken this training to date.
- Recorded messages were added to the ORT's call centre to provide consistent basic information to landlords and tenants. During business hours callers are provided with basic information about their issue through the automated system, and then given the option to listen to additional information or to transfer to a queue to wait for a live operator with whom they can discuss their issue in more detail. As a result of this system, the number of total calls has declined as more callers are able to obtain the information they need without repeated calls to the information line. Additionally, many callers who disconnected were able to listen to the information that they needed without talking to an operator. The table below illustrates this in further detail:

	Total Calls	Total Calls Answered	Calls Disconnected	% Calls Disconnected	Voice Messages
2013-14	31,353	16,695	8,740	34.19%	5,918
2014-15	31,906	19,024	8,124	29%	4,758
2015-16	25,843	18,742	4,961	21.01%	2,140*
2016-17	25,632	18,354	3,389	15.81%	3,889

** after a redesign of the automated system in February 2015, the option to leave a message was inoperative. It was restored in June 2015.*

- The client service supervisors in each location are increasingly using measurements of client service to identify areas for improvement and monitor the effect of changes. Efficiencies enable the ORT to handle the increased workload and catch up on backlog with minimal additional staff.
- The ORT made 21 presentations to over 500 people about various aspects of residential tenancy law.

2017-18 Goals and Objectives

- The ORT will continue its work to develop and implement case management software to automate processes, convert to digital case records, and provide a web portal the public can use to apply to the office and access files pertaining to them.
- The new software mentioned above will make digital case records immediately accessible to all staff in either location, which will eliminate time wasted locating paper files, significantly improve the quality and completeness of records, reduce errors and improve service to the public.
- The ORT will continue to look for efficiencies in office systems and practices. Electronic case management systems and existing call centre technology enables much work to be done from either ORT location. That allows supervisors to transfer work between ORT office locations and maintain service even during staff shortages.
- The ORT will continue to simplify and clarify the language used in the forms it provides to landlords and tenants for online completion and submission of applications, payment of fees, and uploading documents as evidence.
- The ORT will continue to promote and encourage electronic communication and service of documents, and will implement amendments to *The Residential Tenancies Act, 2006* and Regulations to support these changes. This will reduce the amount of time and money spent on serving paper documents.
- The ORT will continue to make public presentations to increase the awareness and knowledge of landlords and tenants, and educate the public on changes to residential tenancies law, use of the ORT web portal and other changes to processes.

Office of Residential Tenancies – Statistics

The table below shows statistics for the last three fiscal years.

	2014-15	2015-16	2016-17
Total Applications Received	7,609	8,475	8,336
Landlord Applications	6,067	6,813	6,876
Tenant Applications	1,542	1,662	1,460
Fees	$291,492	$321,165	$327,400

Appendix C: Special Funds

Corrections Facilities Industries Revolving Fund (PRISM Industries)

The Corrections Facilities Industries Revolving Fund operates under the authority of Section 108 of *The Correctional Services Act*. The purpose of the Revolving Fund is to rehabilitate offenders by operating work programs intended to provide practical and marketable work skills and to provide a revenue source to reduce the costs of offender programming.

PRISM Industries operates similar to private sector shops where quality products, full workdays, waste reduction, efficiency and inventory control are business decisions. The long-term financial targets of the fund are in accordance with the Revolving Fund concept of break-even management.

The Revolving Fund collects revenue from the sale of manufactured items on behalf of the Government. All revenue collected is deposited to the General Revenue Fund (GRF).

The following table compares budget and actual summary information.

	(in thousands of dollars)			
	Budget	**Actual**	**Variance Over/(Under)**	**Notes**
Revenue	525	593	68	1
Expenditures				
Cost of Goods Sold	475	558	83	2
Gross Profit	50	35	(15)	
Overhead Expenses	50	72	(22)	
SURPLUS (Deficit) FROM OPERATIONS	0	(37)	(37)	
Other Income	–	–	–	
Subsidy from GRF	–	–	–	3
Annual Surplus (Deficit)	**0**	**(37)**	**(37)**	

** Note: Final numbers subject to Public Accounts and Provincial Audit verification.*

Explanation of Major Variances:

1. Lower than expected sales.
2. Decrease in cost of goods sold as a result of higher sales and higher than expected cost of goods sold.
3. Subsidy from GRF not required in 2016-17.

Audited financial statements are available at: www.saskatchewan.ca

Criminal Property Forfeiture Fund

The Criminal Property Forfeiture Fund is a special purpose fund governed by *The Seizure of Criminal Property Act, 2009* (the Act) and *The Seizure of Criminal Property Regulations, 2009*, established to:

- receive all revenue forfeited to the Crown under the Act;
- receive all revenue related to the forfeiture of property to the Crown pursuant to sections 83.14, 199, 462.37, 462.38, 462.43, 490, 490.01, 490.02, or 491.1 of the *Criminal Code*;
- receive all revenue related to the sale of property forfeited to the Crown pursuant to section 186 of the *Traffic Safety Act*;
- offset the costs related to bringing forward applications of forfeiture orders and managing and selling forfeited assets; and
- use surplus funds to benefit victims of crime and enhance police operations.

2016-2017 Goals and Objectives:

- Use money generated by the forfeiture of property tainted by unlawful activity to benefit victims of crime and to enhance police operations, taking into consideration administrative costs.
- Establish processes and procedures to enforce the Act and Regulations.
- Work with stakeholders to implement established processes and procedures.

2016-2017 Activities and Results:

- Officials continue to review and amend established processes and procedures to enforce the Act and Regulations, communicate the processes and procedures to law enforcement agencies and work with law enforcement agencies to obtain information necessary to successfully forfeit property pursuant to the Act.
- For the period April 1, 2016 to March 31, 2017, 12 of the 12 forfeiture applications decided by the courts were decided in the Director's favour.
- For the period April 1, 2016 to March 31, 2017, the Director initiated administrative forfeiture proceedings through the distribution of 216 notices regarding proposed administrative forfeitures to interested parties, which has resulted in the issuance of 109 Notices of Forfeiture totaling $798,882.13 CAD, $4,285 USD and 695 Yuan.
- The concluded administrative forfeitures include forfeitures of cash and other property, such as vehicles.
- Equal disbursements of $1,201,987.35 were made from the Fund to law enforcement agencies to enhance police operations and to the Victims' Fund to benefit victims of crime.

Revenue and Expenses – Criminal Property Forfeiture Fund

Description	Amount	Notes
Court Ordered Forfeitures	$670,465.00 CAD $460 USD	1
Administrative Forfeitures	$798,882.13 CAD $4,285 USD 695 Yuan	2
Total Court Ordered and Administrative Forfeitures	**$1,469,347.13 CAD** **$4,745 USD** **695 Yuan**	
Property forfeited to the Crown pursuant to Section 490.1 of the *Criminal Code*	$13,880.65 CAD	3
Property forfeited to the Crown pursuant to Section 186 of *The Traffic Safety Act*	-	4
2016-17 Expenses	$14,576.70 CAD	5
2016-17 Disbursements	$2,403,974.70 CAD	6

1. 12 of the 12 forfeiture applications decided by the courts were decided in the Director's favour. A total of $140,310 CAD has not been received for deposit.
2. In 2016-2017, the Director initiated administrative forfeiture proceedings through the distribution of 216 notices of administrative forfeiture proceeding to parties with a potential interest in the property, resulting in 109 notices of forfeiture. A total of $115,582.90 CAD, $500 USD and 695 Yuan have not been received for deposit.
3. Property was forfeited to the Crown pursuant to the *Criminal Code* on four instances.
4. No property was forfeited to the Crown pursuant to section 186 of *The Traffic Safety Act* during the period of April 1, 2016 to March 31, 2017.
5. Costs related to processing the forfeiture applications and the managing and selling of forfeited assets under the Act.
6. Equal disbursements of $1,201,987.35 were made from the Fund to law enforcement agencies to enhance police operations and to the Victims' Fund to benefit victims of crime.

Office of the Queen's Printer

On behalf of the Government of Saskatchewan, the Queen's Printer publishes and distributes all legislation, regulations and other government legislative publications, including:

- *The Saskatchewan Gazette*;
- tables to Saskatchewan Statutes and Regulations;
- the Saskatchewan Rules of Court for the Court of Queen's Bench and the Court of Appeal;
- private Acts;
- bound annual statutes; and
- the complete set, as well as practice-specific sets, of the consolidated Statutes of Saskatchewan and Regulations of Saskatchewan.

The Queen's Printer also provides Publications Centre at www.publications.gov.sk.ca. Publications Centre is an online catalogue of and e-commerce tool for all Government of Saskatchewan publications. Publications Centre also houses Freelaw®, an online archive of Saskatchewan legislation and regulations.

Legislative and Budgetary Authorities

Under the authority of the Minister of Justice and Attorney General and subject to *The Queen's Printer's Act* and *The Queen's Printer's Fees Regulations, 2004*, the Queen's Printer is part of the Public Law Division of the Ministry of Justice.

The Queen's Printer operates through the Queen's Printer Revolving Fund and sells its legislative publications and services to achieve the Fund's break-even mandate. Significantly self-funded through paper sales and services, the Queen's Printer receives a subsidy from the General Revenue Fund.

The main users of paper and electronic publications include:

- municipal, provincial and federal governments;
- law offices;
- judiciary and courts;
- schools and school districts;
- health regions;
- colleges and universities;
- industry-specific groups (e.g. associations and oil and gas companies);
- libraries;
- businesses and corporate entities;
- Saskatchewan police services and RCMP; and
- private citizens.

Sales have remained stable in the last year. Efficiencies in on-demand printing and equipment have kept the cost of goods sold low. The Fund has decreased its reliance on the General Revenue Fund, and continues with the goal of eliminating this reliance completely.

Queen's Printer Revolving Fund Financial Summary

	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 (unaudited)
Revenue	$ 881,039	$ 1,039,276	$ 1,025,737	$ 1,048,220	$ 1,030,000	$ 1,037,838
Expenditures:						
Cost of Goods Sold	$ 258,793	$ 270,162	$ 334,728	$ 305,833	$ 270,000	$ 306,958
Gross Profit/(Loss)	$ 622,246	$ 769,114	$ 691,009	$ 742,387	$ 760,000	$ 730,880
Administrative Expenses	$ 719,983	$ 862,369	$ 765,344	$ 795,070	$ 855,000	$ 811,535
Net Profit/(Loss)	$ (97,737)	$ (93,254)	$ (74,335)	$ (52,683)	$ (95,000)	$ (80,656)
GRF Subsidy	$ 97,000	$ 95,000	$ 0	$ 95,000	$ 97,000	$ 97,000
Net Profit/(Loss) After Subsidy	**$ (737)**	**$ 1,746**	**$ (74,335)**	**$ 42,317**	**$ 2,000**	**$ 16,344**

2016-17 Goals and Objectives

- Add more edited historical legislation to Publications Centre, especially legislation on Freelaw®.
- Incorporate online form submission and payment into the Publications Centre.
- Market Publications Centre, including Freelaw®, by attending trade shows and sponsoring relevant industry and business events.
- Promote and sponsor various related professional agencies by preparing materials for national meetings and professional development seminars or providing web and graphic design services.
- Work closely with client groups to improve the quality of the publications services provided.
- Communicate with provincial, federal and territorial Queen's Printers to ensure legislation and publishing services are consistent with industry technological standards and best practices.
- Support government's efforts with respect to online innovations and collaboration with a view to create efficiencies.
- Support the Government of Saskatchewan website, www.saskatchewan.ca, by helping ministries organize and catalogue publications.
- Work towards rebuilding the Queen's Printer website and ensuring it is compatible with www.saskatchewan.ca.
- Create online subscription services for legislative publications such as the Law Enforcement Handbook, occupational health and safety publications, and other industry-specific publications.
- Migrate all government documents to Publications Centre as part of the transition to the new Saskatchewan.ca website.
- Expand provision of e-commerce services to Government of Saskatchewan agencies to include conference registrations, merchandise and more Saskatchewan-based publications.
- Prepare all materials and plan all operational and administrative changes for the renaming of the Office of the Queen's Printer to Publications Saskatchewan.
- Continue to provide Education curricula to all Saskatchewan schools and school divisions,
- Work with ministries to move printing across the Government of Saskatchewan to on-demand printing, which will eliminate storage and waste, and improve service delivery.

2016-17 Activities and Results

- Added historical legislation, Order in Council (OC) summaries and point-in-time consolidations to Freelaw®:
  - Historical legislation is posted to Freelaw® daily.
  - All OC summaries continue to be posted on a weekly basis. Point-in-time consolidations continued to be added to Freelaw®.
  - Historical gazettes continue to be digitized and posted to the Internet.
- Posting to Publications Centre occurred daily.
- Continued to support the Law Reform Commission by scanning documents and providing print and distribution services, as well as assisting with the Commission's internet site.
- Promoted online services offered by the Queen's Printer to foster better use of existing government resources and support the new Government of Saskatchewan website through presentations and meetings.
- Attended the following tradeshows to promote the Publications Centre: Regina Public Library Resource Fair, Regina Chamber of Commerce Business to Business Expo, Saskatchewan Industrial Safety Seminar, and Canadian Western Agribition.
- Continued to make government forms more accessible to the public by posting them on separate pages in fillable format on the Publications Centre website.
- Continued to work with other agencies such as eHealth, the Information and Privacy Commissioner and the Office of Residential Tenancies to ensure necessary forms are online and fillable.
- Provided printing and design services to other branches and divisions within the Ministry of Justice.
- Posted and started a Request for Proposal (RFP) selection process for a new Publications Centre website. This included discussions about creating an online subscription system.
- Participated in the ongoing effort to digitize government documents across the Government of Saskatchewan and make them available on Publications Centre.
- Prepared a communications plan for the renaming of the branch to Publications Saskatchewan in 2017-18.
- Provided Education curricula to school divisions using e-commerce and on-demand printing.
- Started discussions with other ministries to modernize printing services by transitioning to a more efficient, on-demand model.

Queen's Printer Subscription Statistics

Publication/Service	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Actual	2016-17 Actual
Statutes of Saskatchewan Bound Volume	136	131	125	114	95
The Saskatchewan Gazette	179	154	138	121	114
Loose-leaf Statutes	216	189	163	128	103
Loose-leaf Regulations	70	65	60	47	36
Separate Chapters	50	47	43	42	35
Tables	142	127	116	99	76
Rules of Court (English/French)	314/5	292/5	269/5	257/5	237/5
Loose-leaf Rural Municipality	186	178	166	148	134
Loose-leaf Urban Municipality	214	186	176	162	133

Victims Services

Victims Services has the primary responsibility for assisting victims involved in the criminal justice system in Saskatchewan. Victims have needs directly related to their involvement in the criminal justice system, which may include:

- information on the justice system, support and assistance as they proceed through the criminal justice process, and referrals to appropriate agencies;
- assistance with collecting court ordered restitution;
- compensation to offset expenses directly resulting from violent crime; and
- an opportunity to tell the court how they have been affected by the crime.

Special emphasis is placed on meeting the needs of more vulnerable individuals, such as children, persons with disabilities, and Aboriginal people, who are disproportionately victimized by crime.

In order to ensure basic services are available to meet the needs of victims of crime throughout Saskatchewan, Victims Services offers a range of direct programs, which are outlined in this report. Underlying these direct services are other initiatives that improve understanding and increase awareness of the needs of victims, and help ensure a comprehensive and co-operative response. These other initiatives include:

- education and training;
- coordination of services;
- research and evaluation; and
- prevention of victimization programming.

Legislative and Budgetary Authorities

The governing legislation of the Victims Services Program is *The Victims of Crime Act, 1995* and *The Victims of Crime Regulations, 1997*. *The Declaration of Principles Respecting the Treatment of Victims of Crime*, included within the Act, outlines the principles with respect to the treatment of victims that are to be followed by persons working within Saskatchewan's justice system.

The Victims' Fund, which was established by this legislation, is the primary support for services for victims of crime in Saskatchewan. This is a special purpose fund that predominantly comprises revenue from victim surcharges paid by offenders on federal and provincial offences.

2016-17 Goals and Objectives

- Continue implementing the expansion/restructuring of police-based victim services programming to strengthen service delivery and complete the province-wide expansion of these services.
- Improve supports to child witnesses, particularly in cases of sexual offences.
- Continue working with Public Prosecutions, Court Services and Police-based Victim Services programs to implement the use of support dogs in courtrooms to assist children and other vulnerable witnesses during testimony.
- Continue working with the RCMP and Justice Canada to identify solutions to the issue of access-to-information by RCMP-based victim services programs.
- Introduce legislation to enhance provisions of the Victims Compensation Program by expanding the definition of "secondary victim" to include the parents, siblings, and adult children of adult victims in homicide cases and driving offences causing death.
- Introduce legislation to enhance provisions of *The Victims of Interpersonal Violence Act* by permitting victims of interpersonal violence to obtain a certificate that allows them to end a fixed-term tenancy of residential premises, without penalty, in high-risk interpersonal violence situations.
- Continue to improve responses to families of missing persons by supporting direct services, training for victim services program staff, and development of specialized counselling and/or support groups for families.
- Effectively manage the Victims' Fund by monitoring revenue and expenditures, exploring avenues to increase revenue, and obtaining federal project funding where possible.
- Deliver and support the development of training and education activities, for victim services and other criminal justice system personnel, regarding the needs of victims and appropriate responses to those needs.

2016-17 Activities and Results

Financial Management/Administration

Revenue in 2016-17 was over budget by $1.92 million, due mainly to:

- increased imposition and collection of provincial surcharges;
- higher than anticipated interest revenue;
- monies received from the Criminal Property Forfeiture Fund for monies disbursed on an equal basis to police operations; and
- the traffic safety initiative.

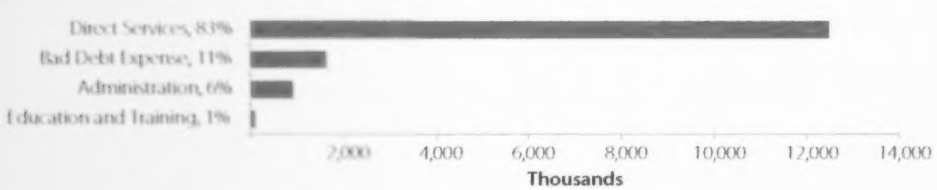
Revenue includes surcharges, surcharge receivables, federal proceeds of crime, investment income, and other miscellaneous revenue.

Total expenditures were over budget by $1.84 million primarily due to unbudgeted proceeds of crime payments ($873,977) and a higher than expected bad debt expense (higher by $627,037). These figures are unaudited; the audited financial statements for the Victims' Fund will be included with the Public Accounts on July 31, 2017.

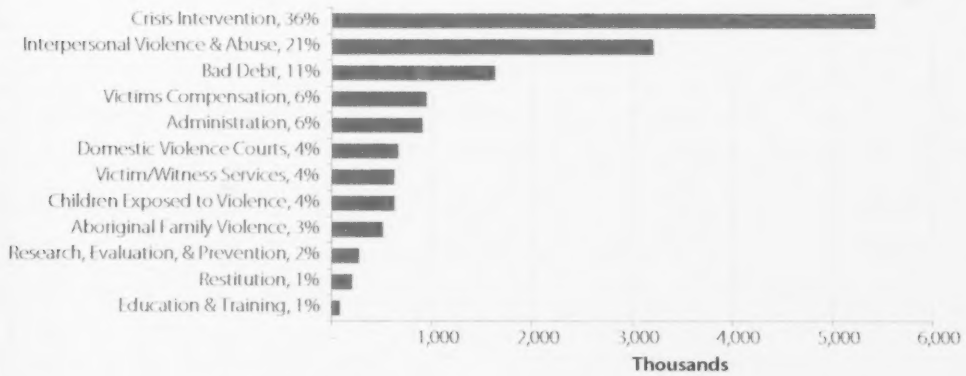
Victims' Fund Revenue and Expenditures

Victims' Fund (000's)	2016-17 Budget	2016-17 Actual (unaudited)
Revenue	$ 13,300	$ 15,223
Expenditures	$ 13,248	$ 15,099

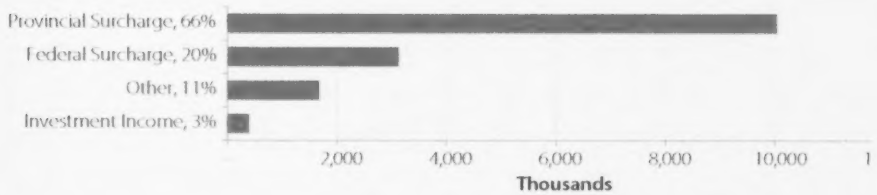
Victims Services 2016-17, Actual Expenditures – Unaudited



Victims Services 2016-17, Actual Expenditures (%) – Unaudited



Victims Services 2016-17, Actual Revenue – Unaudited



Financial Management/Administration (cont.)

- Monitored provincial and federal victim surcharge imposition and collection, as well as investment of the Victims' Fund, to maximize revenue.
- Administered project funding from Justice Canada's Victims Fund totalling $804,355 for the following projects:
  - Enhancement of Services to Victims of Crime in Saskatchewan ($509,355), including Missing and Murdered Indigenous Women and Girls, Victims Services for Families of Missing Persons, Children's Advocacy Centres, Canadian Victims Bill of Rights Implementation, and Victims Services Collaboration with Canada.
  - Implementation of a new Saskatchewan Family Information Liaison Unit ($295,000) to help families of murdered and missing Indigenous women and girls access information related to the loss of their loved ones from government agencies and services, and other various sectors of the criminal justice system.
- Worked with funded agencies to provide advice on management and financial issues.
- Administered federal proceeds of crime monies that were deposited into the Victims' Fund. These funds are designated for payment to police agencies for anti-organized crime and crime prevention activities upon approval of the Saskatchewan Proceeds of Crime/Civil Forfeiture Management Committee.

Victims Services Staffing

Total FTE Establishment	
Administration	7.0
Compensation	2.0
Restitution	4.0
Victim/Witness Support	**6.5**
Training & Interpersonal Violence Manager	1.0
TOTAL FTEs	**20.5**

Police-based Victim Services

- Managed ongoing funding agreements with 14 community agencies and municipal police services to ensure that services are available to victims of crime. This includes:
  - fourteen Police-based Victim Services programs, as well as six Aboriginal Resource Officer programs and three Missing Persons Liaison programs that are part of their assigned victim services teams; and
  - one established Victim Services Responder (VSR) Program, and a second VSR program that was developed and funded in 2016-17.
- Completed the plan to expand police-based victim services to all police jurisdictions in the province and restructure others in order to strengthen service delivery.
- During National Victims and Survivors of Crime Week, recognized the approximately 180 volunteers who assist in providing services to victims of crime through police-based programs in the previous year. Gave special recognition to 10-, 15- and 20-year volunteers.

Specialized Victim Services

- Managed ongoing funding for seven specialized Victim Services programs in urban centres, where client volume and/or unique needs require a different delivery model to meet demands. This includes programs for victims of sexual assault and domestic violence, including services associated with Domestic Violence Courts in the Battlefords, Saskatoon and Regina.

Aboriginal Initiatives

- Managed ongoing funding for six Aboriginal Resource Officer programs within police-based victim services, and six Aboriginal Family Violence programs.

Supports for Families of Missing Persons

- Managed funding for three missing persons liaison (MPL) positions in the urban police-based victim services programs in Prince Albert, Regina, and Saskatoon. Services were provided to families in the three cities, and training and advice was provided to all other police-based victim services in the province. Supported the coordination of services and initiatives between the MPLs and the Provincial Partnership Committee on Missing Persons.
- Secured an additional five years of federal funding to continue funding the three MPL programs and Regina Palliative Care Inc. to implement specialized counselling and/or support groups and identify ongoing needs related to the delivery of specialized support services for families of missing and murdered Indigenous women and girls and other missing persons.

Children Exposed to Violence Programming

- Managed ongoing funding for nine Children Exposed to Violence programs.

Saskatchewan Family Information Liaison Unit

- Obtained federal funding to develop a Family Information Liaison Unit in Saskatchewan. This unit will be operational from summer 2017 to spring 2019 to support families involved in the National Inquiry into Murdered and Missing Indigenous Women and Girls.

Prevention of Victimization Programming

- Managed ongoing funding for the Street Workers Advocacy Program in Regina.

Victim/Witness Services

- Continued delivering Victim/Witness Services in accordance with standards of practice and associated case management policies implemented in 2015-16.
- Continued work with Public Prosecutions, Court Services, and Police-based Victim Services to implement the use of support dogs in courtrooms to help children and other vulnerable victims/witnesses testify by reducing fear, anxiety and re-victimization associated with testifying, and facilitate a full and candid account of evidence.
- Accessed funding from Justice Canada to purchase video-conferencing equipment and witness screens in 2017-20 to provide nine new court locations in Saskatchewan where children and other vulnerable witnesses can testify from outside the courtroom; and 40 court locations where children and other vulnerable witnesses can testify or present a Victim Impact Statement from behind a witness screen.

Victims Compensation Program

- Provided compensation payments totalling $944,170 to reimburse victims for actual expenses resulting from crimes of personal violence. Approved new compensation applications for 701 victims in 2016-17.
- Began work on amending the definition of "secondary victim" in *The Victims of Crime Act, 1995* to enable the parents, siblings, and adult children of adult victims in homicide cases and driving offences causing death to request compensation for counselling services.
- Continued working with the Strategic Systems and Innovation Branch to develop a new electronic Customer Relationship Management system to better manage Victims Compensation case information and improve reporting capabilities.

Adult Restitution Program

- Monitored and helped enforce court-ordered restitution for adult offenders and advised victims of available civil enforcement measures and processes. Also delivered training to criminal justice system professionals: once to new Victim Services Program staff and twice to new probation officers.
- There were 1,152 new restitution orders issued on behalf of 1,281 victims (one offender can have multiple victims) in 2016-17. The Adult Restitution Program (ARP) monitored 722 orders, either directly through the restitution coordinator or in conjunction with Probation Services. For the additional 430 stand-alone restitution orders, the ARP identified eligible victims for referral to the Restitution Civil Enforcement Program.
- The Restitution Civil Enforcement Program helped victims collect $67,319 in restitution by providing free assistance to victims with civil enforcement of unpaid orders, assisting offenders in paying outstanding restitution, and using civil enforcement mechanisms when necessary.

Victim/Witness Services – New Clients

	Males			Females			Total		
	2014-15	**2015-16**	**2016-17**	**2014-15**	**2015-16**	**2016-17**	**2014-15**	**2015-16**	**2016-17**
Children	37	93	117	72	540	543	109	633	660
Teens	61	105	81	206	263	280	267	368	361
Adults	105	55	36	432	106	83	537	161	119
Total	**203**	**253**	**234**	**710**	**909**	**906**	**913**	**1,162**	**1,140**

Victims Compensation Statistics

	2012-13	**2013-14**	**2014-15**	**2015-16**	**2016-17**
Applications Received	438	389	495	627	736
Applications Approved	414	380	463	598	701
Applications Denied	24	9	32	29	36
Total Amount Awarded	**$478,969**	**$464,030**	**$523,024**	**$589,364**	**$944,170**

Education and Training

- Continued to provide training on Trauma Informed Care (TIC) for human services ministries' policy and training personnel. This training equipped participants to develop TIC training workshops for staff of funded agencies to enable them to recognize and respond to citizens/clients affected by trauma and assist in managing the impact of trauma.
- Supported the delivery of one regional training workshop for Police-based Victim Services staff on the needs of families of missing persons and how to support them. Also, delivered and facilitated workshops and presentations on "supporting the families of missing and murdered Indigenous women and girls and other missing persons."
- Contracted with Saskatchewan Polytechnic Regina Campus and assisted in delivering the fourteenth course of the 72-hour standardized basic training program for service-delivery staff of Police-based Victim Services programs from around the province. In addition, continued to contribute subject matter expertise to the delivery of Saskatchewan Polytechnic's 12-week Victim Services Coordination applied certificate program.

- Delivered two Ontario Domestic Assault Risk Assessment (ODARA) certification training sessions, and provided follow-up support for Victim Services, Victim/Witness Services and Domestic Violence Court program staff. Worked in partnership with Corrections and Policing to provide provincial oversight for ODARA quality assurance activities.
- Delivered three training sessions on *The Victims of Interpersonal Violence Act* and roles and responsibilities for municipal police officers, one session for members of RCMP "F" Division, and individual sessions for the three Mobile Crisis Services staff. Delivered six half-day sessions to 610 students in the Faculty of Nursing, University of Saskatchewan, regarding nurses' roles and responsibilities in responding to interpersonal violence and abuse. Provided four training sessions to 390 participants of community organizations regarding the Provincial Child Abuse Protocol.
- Delivered a two-day training session for staff of Police-based Victim Services and Domestic Violence Victim Services programs as part of a three-day conference organized in partnership with the Saskatchewan Association of Police Affiliated Victim Services (SAPAVS) and RCMP "F" Division. This included sessions on Critical Incident Stress Management, support dogs in courtrooms, Trauma Overview and the Trauma Informed Workplace, and an introduction to the Domestic Violence Safety Planning Workshop pilot.
- Continued delivering training to Police-based and Domestic Violence Victim Services program staff on safety planning with clients at risk of or experiencing stalking and criminal harassment, and interpersonal violence.
- Delivered a two-day training session for staff and managers of the nine Children Exposed to Violence programs, a two-day training session for staff and managers of six Aboriginal Family Violence programs as well as a one-day training session for the five Domestic Violence Victim Services programs.
- Provided ongoing governance support to boards and staff of non-profit agencies funded by Victims Services, with a focus on board roles and core responsibilities related to policy governance, strategic planning, operational oversight, and leadership. Continued to support the three most recently formed Police-based Victim Services boards with implementation of a comprehensive policy governance model.
- Coordinated Saskatchewan's activities during National Victims and Survivors of Crime Week in 2016 to raise awareness of the needs of victims and inform the public about available services. Began planning for the next annual week to be held in April 2017.
- Supported the planning and organizing of the fourth annual Missing Persons Week in Saskatchewan to raise awareness about missing persons' issues and the needs of families.
- Distributed 17,170 copies of Victims Services brochures, posters, fact sheets, bookmarks and other educational material to criminal justice system and community agencies, government offices and individuals.

Coordination

- In response to federal government initiatives related to victims of crime, worked with Justice Canada and Ministry officials on issues related to the *Canadian Victims Bill of Rights*, which was implemented in 2015-16.
- Met regularly with RCMP "F" Division and representatives of SAPAVS to discuss and address issues of mutual concern.
- Participated on an inter-ministry committee to develop training resources related to Trauma Informed Care.
- Participated on inter-ministry committees related to interpersonal violence and abuse issues.
- Represented Saskatchewan in ongoing conference call meetings of the Federal/Provincial/Territorial Working Group on Victims Issues and participated in its ongoing work.
- Co-chaired the Child Abuse and Sexual Exploitation Committee's review and enhancement of the provincial Child Abuse Protocol.
- Participated in the work of Saskatchewan's Domestic Violence Death Review Committee.
- Served as Chair of the Prairie Action Foundation, which raises funds for community-based research into the causes of and solutions to interpersonal violence and abuse.
- Provided financial support to SAPAVS to assist with administrative expenses.
- Supported the Ministry's Interpersonal Violence and Abuse Unit by managing funding agreements for five community-based programs it funds.

Research and Evaluation

- Collected and monitored regular qualitative and quantitative reporting from all funded agencies.
- Began developing an Intimate Partner Violence Risk Indicator Checklist for implementation by police in Saskatchewan in collaboration with Public Prosecutions and the Saskatchewan Police Commission.
- Supported the Corporate Initiatives, Performance and Planning Branch's work to administer:
  - an ongoing client satisfaction survey in Police-based Victim Services programs; and
  - an ongoing satisfaction survey of clients of the Victims Compensation Program.

Appendix D: Key Contact Information

Aboriginal Courtworker Program
1874 Scarth Street, Room 610
Regina, SK S4P 4B3
Phone: (306) 787-6467 Fax: (306) 787-0078
National Website: www.courtworker.com

Aboriginal Policing Services
1881 Scarth Street, Room 1850
Regina, SK S4P 4K9
Phone: (306) 787-6503
Fax: (306) 787-0136

Access and Privacy
1855 Victoria Avenue, Room 1510
Regina, SK S4P 3T2
Phone: (306) 798-0222 Fax: (306) 798-9007
Email: accessprivacyjustice@gov.sk.ca

Automobile Injury Appeal Commission
2400 College Avenue, Room 504
Regina, SK S4P 1C8
Phone: (306) 798-5545 Fax: (306) 798-5540
Toll-free: 1-866-798-5544
Email: aiac@gov.sk.ca

Commissioner for Oaths and Notary Public
1874 Scarth Street, Room 1010
Regina, SK S4P 4B3
Phone: (306) 787-4117 Fax: (306) 787-8737

Community Safety and Well-Being
1874 Scarth Street
Regina, SK S4P 4B3
Phone: (306) 787-0493
Fax: (306) 798-0270

Correctional Industries Program
1874 Scarth Street
Regina, SK S4P 4B3
Phone: (306) 787-3411
Fax: (306) 787-0676

Custody, Supervision and Rehabilitation Services
1874 Scarth Street
Regina, SK S4P 4B3
Phone: (306) 787-8958
Fax: (306) 787-0676

Dispute Resolution Office
3085 Albert Street, Room 323
Regina, SK S4S 0B1
Phone: (306) 787-5747 Fax: (306) 787-0088
Email: disputeresolutionjustice@gov.sk.ca

Family Justice Services Branch
3085 Albert Street, Room 100
Regina, SK S4S 0B1
Phone: (306) 787-8961 Fax: (306) 787-1420
Toll-free: 1-866-229-9712 (outside of Regina area)
Email: meoinquiry@gov.sk.ca

Family Law Information Centre
Phone: (306) 787-5837 Fax: (306) 787-0107
Toll-free: 1-888-218-2822 (Saskatchewan only)

Human Rights Commission
122 3rd Avenue North, Room 816
Saskatoon, SK S7K 2H6
Phone: (306) 933-5952 Fax: (306) 933-7863
Telewriter: (306)-373-2119
Toll-free: 1-800-667-9249 (Saskatchewan only)

Legal Aid Saskatchewan
201 21st Street East, Room 502
Saskatoon, SK S7K OB8
Phone: (306) 933-5300 Fax: (306) 933-6764
Toll-free: 1-800-667-3764
Email: central@legalaid.sk.ca

Office of Residential Tenancies
Regina Office
304-1855 Victoria Avenue
Regina, SK S4P 3T2
Phone: 1-888-215-2222 Fax: 1-888-867-7776

Saskatoon Office
122 3rd Avenue North, Room 105
Saskatoon, SK S7K 2H6
Phone: 1-888-215-2222 Fax: 1-888-867-7776

Provincial Mediation Board
Toll-free Numbers
Phone: 1-877-787-5408 Fax: 1-888-867-7776

Regina Office
304-1855 Victoria Avenue
Regina, SK S4P 3T2

Saskatoon Office
122 3rd Avenue North, Room 105
Saskatoon, SK S7K 2

Policing and Community Safety Services
1874 Scarth Street
Regina, SK S4P 4B3
Phone: (306) 787-0493
Fax: (306) 798-0270

Private Investigators and Security Guards Program
485 Maxwell Crescent
Regina, SK S4N 5X9
Phone: (306) 787-5496
Fax: (306) 798-7700

Provincial Mediation Board
Toll-free Numbers
Phone: 1-877-787-5408 Fax: 1-888-867-7776

Regina Office
304-1855 Victoria Avenue
Regina, SK S4P 3T2

Saskatoon Office
122 3rd Avenue North, Room 105
Saskatoon, SK S7K 2H6

Public Guardian and Trustee
1871 Smith Street, Room 100
Regina, SK S4P 4W4
Phone: (306) 787-5424 Fax: (306) 787-5065
Toll-free: 1-877-787-5424
Email: pgt@gov.sk.ca
Hours: Monday through Friday, 8 a.m. to 5 p.m.
(Closed for the noon hour and holidays)

Safer Communities and Neighbourhoods Investigation Unit (SCAN)
Regina Toll-free: 1-866-517-2337
Saskatoon Toll-free: 1-855-933-6411

Saskatchewan Impaired Driver Treatment Centre
Phone: (306) 922-8333
Fax: (306) 922-8815

Saskatchewan Witness Protection Program
Phone: (306) 798-0262
Fax: (306) 798-7700

Seizure of Criminal Property Program
Phone: (306) 787-3394

Vehicle Impoundment Against Sexual Exploitation (VISE)
Phone: (306) 787-9713
Fax: (306) 787-8084

Victims Services Branch
1874 Scarth Street, Room 610
Regina, SK S4P 4B3
Phone: (306) 787-3500 Fax: (306) 787-0081
Toll-free: 1-888-286-6664
TTY Phone Number: 1-866-445-8857